CHILTON'S FEBRUARY 1984

# Commercial Carrier Journal...

for Private Fleets & For Hire Trucking

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# ATA

## FORESIGHTED OR SHORTSIGHTED

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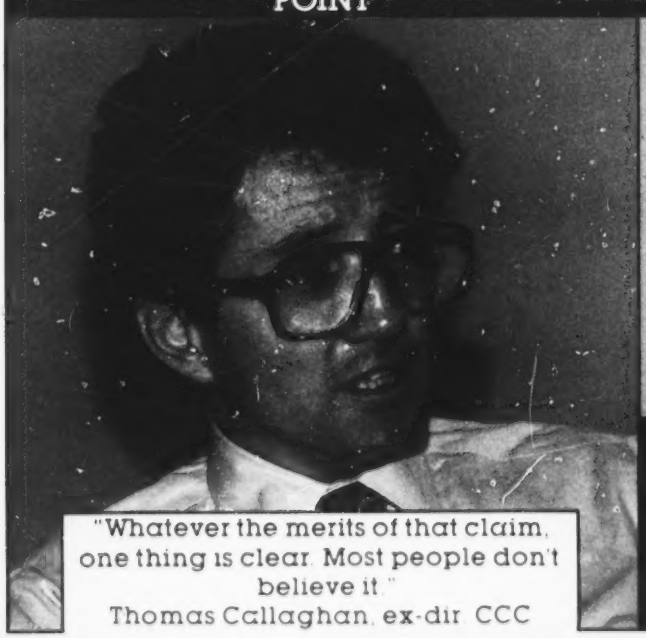
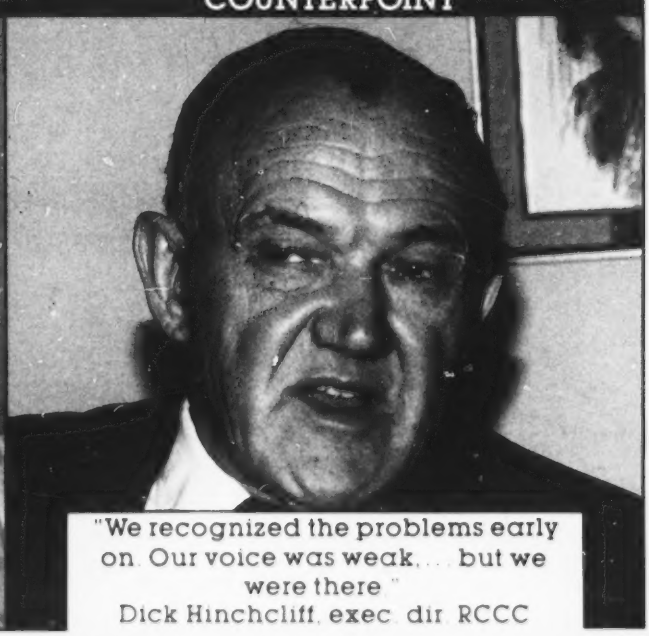


"Whatever the merits of that claim, one thing is clear. Most people don't believe it."
Thomas Callaghan, ex-dir. CCC

COUNTERPOINT



"We recognized the problems early on. Our voice was weak,... but we were there."
Dick Hinchcliff, exec. dir. RCCC

# Commercial Carrier Journal

**Published As Commercial Car Journal Continuously Since 1911**
RICHARD B. LAIMBEER, Publisher
GERALD F. STANDLEY, Editor-In-Chief

VOLUME 141 NUMBER 2 FEBRUARY 1984

## LET'S BE REASONABLE!

A lot more fleets would be operating the more productive vehicles made legal by the STAA, but many have been prevented from doing so because some states aren't being *reasonable*...about *access*. They're preventing the larger, heavier rigs from traveling far enough off of the Interstates to get to customers and terminals. This month's *Truck Talk*, CCJ's reader opinion section, discusses the reasonable access dilemma, and we want to know how it is affecting you..... **98**

Chilton

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**COMMERCIAL CARRIER JOURNAL** (ISSN 0734-1423), one of the publications owned by CHILTON COMPANY, is published monthly at Chilton Way, Radnor, Pa. 19089. Chilton Co. is a division of American Broadcasting Companies, Inc., New York, N.Y. Subscription price: United States and its possessions $30.00 a year; single copies are $3.50 a copy with the exception of special issues (April, June, October) which are $6.00 each. Canada and all other countries are $85.00 a year, payable in advance. Second Class Postage Paid at Wayne, PA 19087 and additional mailing offices.

Postmaster: Send form 3579 to Commercial Carrier Journal, Box 2045, Radnor, Pa. 19089.

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## Cooney says industry turmoil to go on

*Toronto, Canada*—Nelson Cooney, the general counsel for American Trucking Associations, said the turmoil in the U.S. trucking industry is "not yet over with."

Cooney, speaking at the Ontario Trucking Association's annual convention here, warned that the deregulation pendulum was swinging too far in the opposite direction.

"Prior to the Motor Carrier Act of 1980," he said, "regulations governing entry into the U.S. trucking industry were far too restrictive and obscure. But now," he continued, "the pendulum is swinging much too far in the other direction."

Cooney told the highly regulated carriers that since 1980, 9000 new for-hire carriers had started operations, with the result that the United States had 25,000 for-hire trucking companies fighting for the transportation dollar.

While Cooney was warning of the problems brought on by deregulation, Washington attorney William Borghesani, legal counsel to the Private Carrier Conference of ATA, was telling the private truck operators of Canada that elimination of the antitrust immunity from collective ratemaking will represent the final step in truck deregulation in the U.S.

Speaking to the Canadian Private Truck Council at Rexdale, Borghesani agreed with Cooney that there had been a "massive shakeup" of the for-hire segment of the U.S. trucking industry, but unlike Cooney, Borghesani stressed the positive benefits, he said, deregulation had accrued to private carriers and shippers.

Borghesani said it was inevitable that the system be changed because there were so many abuses built into the regulatory process. He said regulation allowed for-hire carriers and the Teamsters Union to negotiate "excessive contracts and fringe benefit packages," the costs of which were passed on to the shipper.

He said deregulation has allowed private carriers to reduce their rate of empty backhauls, permitted them to become more efficient, forced the Teamsters to relax restrictive work rules, cut back on excessive salary demands and, in general, allowed for-hire carriers, for the first time, to tailor their transportation programs to the needs of the shipper.

## ICC survey shows truckload carriers are purchasing new trailers despite economy

*Washington*—Many of the country's common and contract truckload carriers have purchased or ordered new trailer units for 1984 despite the fact that most are operating well under capacity, according to a new members' survey by the Interstate Carriers Conference.

Only 10 of the 110 truckload carriers responding to the ICC survey said they were operating at full capacity. "The great majority of others said they could handle in the range of 10% to 25% more traffic," the conference said.

Eighty-one of the carriers told the ICC they had purchased or ordered 4726 new trailers in 1983, giving them a net fleet increase after trade-ins of 3212.

"Respondent carriers with annual gross revenues of $12 million or more, numbering 42 in the survey, were found to be adding more equipment than the 68 carriers below $12 million," said Stanley Hamilton, ICC executive director.

**For the large carriers, the breakdown reads:**

| | Purchased or Ordered | Net After Trade-Ins |
|---|---|---|
| **Vans** | **1699** | **880** |
| **Refrigerated** | **270** | **187** |
| **Other** | **959** | **671** |
| **Total** | **2928** | **1738** |

**Carriers below $12 million reported:**

| | Purchased or Ordered | Net After Trade-Ins |
|---|---|---|
| **Vans** | **1437** | **1263** |
| **Refrigerated** | **58** | **53** |
| **Other** | **303** | **158** |
| **Total** | **1798** | **1474** |

## Mason and Dixon Lines sold to Central Transport

*Sterling Heights, Mich.*—Mason and Dixon Lines of Kingsport, Tenn., reportedly the largest privately-held motor carrier in the country, has been sold to Central Transport of Sterling Heights. The sale price was not disclosed.

Besides Mason and Dixon Lines, the King family of Kingsport, also announced the sale of the tank lines, the special commodities division and all the stock of Crown Enterprises, the motor carrier's real estate holding company. Crown Enterprises was sold to GLS Leasco, an affiliate of Central Transport.

In a joint statement issued by E. William King, John R. King and John R. King, III, the sale "will result in a better ability of Mason and Dixon to compete in the motor carrier industry and provide better and wider services throughout. It is in the best interest of Mason and Dixon and Crown Enterprises and its employees and will insure continued growth and expansion in the future."

Mason and Dixon had been privately held by the King family of Kingsport. It was founded in Kingsport in 1932 by E. Ward King.

Involved in the sale is the general commodities division that operates east of the Mississippi, plus an intermodal operation to Texas and the West Coast, and the Special Commodities division and tank truck operations providing service to all 48 states. In all, Mason and Dixon employs 3600 people and operates 4650 pieces of equipment. The company reported revenues of $171 million in 1983.

Ron Lech, executive vice president of Central Transport, said he saw "no immediate change in operations and organization as a result of the purchase. While the two operations will compliment one another, Central plans to operate Mason and Dixon separately from Central and retain the name, location and personnel."

Upon approval of temporary authority by the Interstate Commerce Commission, Central Transport, Inc. will assume control of the companies.

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## COMMERCIAL CARRIER JOURNAL

# TOP 100

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**CCJ's Exclusive List Of The Nation's Largest For-Hire Carriers**

**PLUS... Industry Trends And Statistics**

**ALSO: Where Are They Now?**
A look at what's happened to seven major motor carriers of general freight.

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VOLUME 141 NUMBER 7 JULY 1984


## ATA GETS "TAKE CHARGE" GUY

After months of internal dissent, American Trucking Associations got itself a new president. Already introduced to Leo Abruzzese of CCJ's Washington office, Tom Donahue, former U.S. Chamber of Commerce vp, comes off, Abruzzese says, as "up beat, dynamic and hard working." Abruzzese says Donahue acts like the "take charge" administrator ATA has needed for a long time. See inside news story for details.


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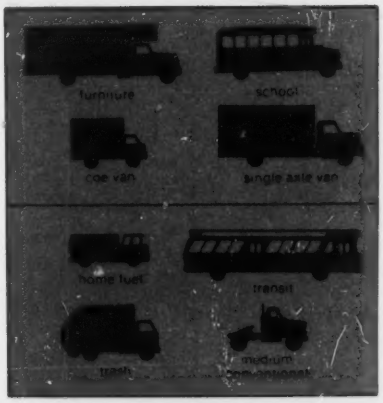


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### THE TOP 100
CCJ's exclusive list of the nation's Top 100 for-hire motor carriers. This financial data offers industry observers an inside look at 1983 profits, revenues, expenses, equipment operated and tonnage hauled. An analysis of the data points out the trends for-hire carriers are taking in an era of deregulation. ..... **65**

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# TRUCKING INDUSTRY BEGINS TO SEE A FEW LONG-DISTANCE SWIMMERS

**Just as America's economy has begun to rebound, so has the trucking industry. Recovery is far from 100%, but there is no doubt the bigger for-hire carriers are getting stronger.**

By **CARL GLINES**, *Executive Editor*, and **DOROTHY DINUNZIO**, *Directories and Special Projects*

The Top 100, Trends & Statistics, Where Are They Now? and Private Fleets are available as a 32-page booklet for $4. Write: Editor, Commercial Carrier Journal, Chilton Way, Radnor, Pa. 19089.

Despite all the "doom and gloom" talk that has marked the trucking industry in the past 12 months, there is ample evidence to suggest that trucking came back strong in 1983, mirroring the nation's general overall economic recovery. An analysis of the financial data from CCJ's exclusive Top 100 for-hire motor carriers indicates that we are beginning to see some very strong, long-distance swimmers in the freight hauling business.

While it's true many for-hire carriers continue the financial struggle under the throes of deregulation, high taxes and excessive labor costs won by the Teamsters during better times, the bottom line is that net income after taxes for the Top 100 fleets was higher in 1983 than at any time since 1977. The same situation is true for gross revenues and expenses.

The Top 100 data for 1983, as reported exclusively to *Commercial Carrier Journal* by Trinc Transportation Consultants of McLean, Va., a subsidiary of Dun & Bradstreet, reflects a strong turnaround position

Continued on page 68

from 1982 when a record-setting 39 motor carriers reported losses. Trinc Transportation has supplied CCJ with this financial information exclusively since 1969.

Perhaps no one has characterized the industry's performance in 1983 better than Raymond F. O'Brien, the chairman and CEO of Consolidated Freightways.

In his annual report to stockholders, O'Brien said: "A resurgent economy helped our two largest operating units set records in...revenues and operating income. 1983's rebounding economy offered an excellent environment for the launching or refining of operations capturing other types of traffic—freight that moves shorter distances, freight moving primarily by the trailer load, or freight whose linehaul is by piggyback."

In 1983, CF earned a record $57.6 million on revenues of $1.1 billion and expenses of $1.02 billion.

Unfortunately, O'Briens' enthusiasm and view of economic conditions are not universally shared. For example, Bennett Whitlock, the outgoing president of American Trucking Associations, in his annual 1983 report to the membership, said: "The...motor carrier industry still faces a long-uphill road to recovery. Any gains in 1983 must be measured against the low-water mark [1982]. In fact, the industry's financial margins—although improved—still remain thin compared to historic industry norms."

In truth, trucking's old industry norms really don't apply anymore. Under deregulation, the for-hire segment of the trucking industry is establishing new criteria by which to judge itself. Where the industry was once able to compare Roadway Express, CF, Yellow and other giants against the same measuring stick it used for smaller, regulated carriers like A-P-A of Northern New Jersey and Blue Ridge Transfer of Roanoke, Va., it is no longer able to do so. The fact is that since deregulation, the giants of the industry have become total transportation companies that specialize in moving freight any way...and anywhere...a shipper wants at competitive rates.

Other, smaller carriers, lacking financial leverage and funding, are beginning to find new ways to complement the giants by handling freight on a regional basis, using piggyback to connect one coast to another. And others, like Arthur Imperatore, of A-P-A, are seeking still other avenues to explore. Imperatore, for example, is one of 13 to submit offers to Uncle Sam for the purchase of Conrail. His offer includes three million shares of stock to employees and $300 million

## Index To The Top 100 As Ranked By Revenue

| | 1983 | 1982 |
|---|---|---|
| AAA Cooper Transportation | 86 | 94 |
| ABF Freight System | 9 | 10 |
| A-P-A Transport | 58 | 59 |
| Advance Transportation | 87 | 100 |
| Aero Mayflower | 19 | 21 |
| Allied Van Lines | 13 | 12 |
| American Freight System | 15 | 17 |
| Anchor Motor Freight | 18 | 28 |
| Associated Truck Lines | 24 | 25 |
| Atlas Van Lines | 41 | 44 |
| BN Transport | 76 | 67 |
| Bekins Van Lines | 30 | 26 |
| Bowman Transportation | 38 | 45 |
| Branch Motor Express | 45 | 42 |
| Brown Transport | 36 | 37 |
| Burnham Van Service | 99 | — |
| C & H Transportation | 51 | 46 |
| C & J Commer. Driveaway | 83 | — |
| CRST Inc. | 71 | 65 |
| C W Transport | 50 | 58 |
| Campbell "66" | 57 | 63 |
| Carolina Freight | 11 | 14 |
| Central Freight | 28 | 24 |
| Central Transport | 21 | 39 |
| Chemical Leaman | 39 | 34 |
| Churchill Truck Lines | 66 | 81 |
| Coastal Tank | 90 | 71 |
| Commercial Carriers | 40 | 53 |
| Commercial Lovelace | 94 | 74 |
| Complete Auto Transit | 20 | 29 |
| Consolidated Freightways | 4 | 4 |
| Crete Carrier Corp. | 81 | 80 |
| E & L Transport Co. | 82 | — |
| FFE Transptn. Services | 88 | 85 |
| Garrett Freightlines | 33 | 36 |
| Graves Truck Lines | 69 | 72 |
| Global Van Lines | 64 | 69 |
| Groendyke | 95 | 83 |
| Hall's Motor Transit | 25 | 20 |
| Holland Motor Express | 65 | 82 |
| Holmes Transportation | 97 | 92 |
| Hunt, J.B. Transport Inc. | 80 | — |
| I M L Freight | 46 | 40 |
| Illinois-California Exp. | 61 | 55 |
| Internatl. Transport | 60 | 47 |
| Interstate Contract Carriers | 78 | — |
| Interstate System | 26 | 18 |
| Jones Transfer Co. | 92 | — |
| Jones Truck Lines | 34 | 43 |
| Lee Way Motor Freight | 31 | 23 |
| Lynden Transport | 85 | 68 |
| M & G Convoy | 68 | 79 |
| Mason & Dixon | 35 | 35 |
| Matlack Inc. | 29 | 32 |
| McLean Trucking | 8 | 7 |
| Merchants | 56 | 51 |
| Midwest Coast Transport | 91 | 77 |
| Midwestern Distribution | 48 | 73 |
| Milne Truck | 59 | 66 |
| Mistletoe Exp. Service | 75 | 88 |
| Motor Convoy | 70 | 84 |
| Murphy Motor Freight | 55 | 62 |
| NTC of America Inc. | 96 | — |
| National Freight | 63 | 64 |
| No. American Van Lines | 7 | 8 |
| Northwest Transport | 74 | 75 |
| Nu-Car Carriers | 53 | 61 |
| Old Dominion | 42 | 49 |
| Oneida Motor Freight | 98 | 99 |
| Overland Express | 79 | 95 |
| Overnite Transportation | 10 | 11 |
| Pacific Motor | 44 | 41 |
| Pauls Trucking Corp. | 93 | — |
| Penna. Truck Lines | 84 | 70 |
| Pilot Freight | 27 | 33 |
| Poole Truck Line | 77 | 86 |
| Preston Trucking | 17 | 19 |
| RTC Transportation Inc. | 37 | 31 |
| Red Star Express | 52 | 56 |
| Riss Internatl. Corp. | 67 | 60 |
| Roadway Express | 3 | 3 |
| Ryder/P-I-E Nationwide Inc. | 6 | 6 |
| St. Johnsbury | 22 | 27 |
| Schneider Transport | 32 | 30 |
| Schwerman Trucking | 100 | 76 |
| Signal Delivery | 23 | 22 |
| Smith's Transfer | 12 | 13 |
| Southeast Freight Lines | 89 | 97 |
| System 99 | 73 | 78 |
| Thurston Motor | 49 | 52 |
| Transcon Lines | 14 | 15 |
| Transus Inc. | 54 | 57 |
| Tri-State | 47 | 50 |
| United Parcel (Ill.) | 1 | 1 |
| United Parcel (NY) | 2 | 2 |
| United Transport | 72 | 91 |
| United Van Lines | 16 | 16 |
| Viking Freight System | 62 | — |
| Watkins Motor | 43 | 48 |
| Yellow Freight | 5 | 5 |

in cash. His total financial package is valued at $1.1 billion.

Deregulation is putting a new face on the trucking industry, and the mold is still pliable, still being changed in response to the pressures of deregulated competition.

As we analyze the Top 100 data, we find that seven carriers in the Top 50 reporting losses in 1982 have turned business around and, with one exception, returned to profitability in 1983.

The exception is P.I.E. of Walnut Creek, Calif., whose operations were merged with Ryder of Jacksonville, Fla. The consolidated company is now known as Ryder/P.I.E. Nationwide. Because of the consolidation, separate financial figures for P.I.E. are no longer available. But while P.I.E. lost $3.8 million in 1982, Ryder/P.I.E. Nationwide reported net profits of $10.3 million in 1983, on revenues of slightly in excess of $1 billion.

Another of the carriers that turned around is McLean Trucking of Winston-Salem, N.C. It reported earnings of $1.7 million against losses of $17 million in 1982. McLean is owned by Meridian Express of Dallas, an affiliate of Wedge International of the Netherlands.

Another Meridian owned for-hire carrier is Delta California of Oakland. Delta's financial and statistical data does not appear in the Top 100 for 1983 because, Trinc said, the company did not file in time and failed to respond to "repeated inquiries for information." A spokesman for Delta said the company was still in business, but had a disastrous year. Still, he said, he couldn't explain why the information wasn't available. Delta ranked 38th in 1982, reporting losses of $513,000 on revenues of $137 million.

A turnaround was also reported by Smith's Transfer, of Staunton, Va. Smith's, owned by ARA of Philadelphia, converted a $3 million loss in 1982 to a $3.8 million profit in 1983. ARA, one of the nation's biggest food service companies, also owns Cooper Motor Lines of Greenville, S.C. Cooper is operated by Dick Few, former ATA chairman. Basically, an owner operator fleet, Cooper is too small to be included in either the Top 100 or second 100 fleets.

Transcon of Los Angeles, helped substantially by an Employee Stock Ownership Plan, turned a staggering $7.1 million loss in 1982 around to $4 6 million profit last year. Jim Fox, Transcon's vice president of finance, says approval of the ESOP generated $80 million in savings. Under the ESOP, 88% of Transcon's Teamster employees agreed to give up 12% of their wages for five years.

The other three carriers that went to black from red are Matlack of Lansdowne, Pa., the nation's leading bulk transporter, up $1.07 million in 1983 from $1.01 million in losses in 1982; Bowman Transportation of Atlanta, Ga., $55,000 from $1.39 million down in 1982; and Tri-State Motor Freight of Joplin. Mo., $2 million from $703,000 in losses in 1982. Tri-State is one of the country's biggest specialty carriers of nuclear equipment used for both civilian and military purposes.

Another way of judging the industry's performance last year is by looking at the actual number of companies who lost money. In 1983, in the first Top 50, 11 carriers had deficits while eight others in the Top 50 to 100 group also lost for a grand total of 19. But by comparison, this was just one more than the number who lost in the Top 50 alone in 1982—18—while in all, 39 carriers reported deficits in the Top 100 for 1982. That's a significant decrease in losses amounting to many millions of dollars.

But as we pointed out earlier, some companies continue to struggle under the weight of huge labor costs and high interest debt. One such company is Lee Way Motor Freight of Oklahoma City. Last year, Lee Way was able to reduce its loss to $11.9 million from the $12.4 million the company reported in 1982. But Lee Way's operating ratio continues to climb: 114.2 in 1983 verses 114 in 1982. Today, Lee Way is in the process of being acquired by Commercial Lovelace Motor Freight of Columbus, Ohio.

Commerical Lovelace, owned by Banner Industries, is itself in financial difficulty. The company lost $2.4 million in 1983 on revenues of $56 million. That's on top of $6.43 million the carrier lost in 1982. In fact, Commercial has lost slightly more than $22 million in the last five years. Despite the losses, Commercial says it is optimistic about the future, especially since the bankruptcies of other midwest for-hire carriers should give Commercial a larger share of market. Like Transcon, Commercial has also adopted an ESOP, while president Gerald McIntyre says the addition of Lee Way to the system "should improve lane density."

Lee Way is owned by PepsiCo., which is in the process of divesting itself of yet another motor carrier, the very profitable North American Van Lines. While it is seen by industry outsiders as nothing more than a moving company, North American is, in fact, a very successful carrier of general commodity freight, hauling 2.5 million tons of LTL cargo last year, as an example. For 1983, it ranked 7th in the Top 100, earning $19.9 million on revenues of $555 million. That makes it a bigger for-hire operator than some other better-known fleets such as National Freight of Vineland, N.J.; C.W. Transport of Wisconsin Rapids, Wisc.; and Old Dominion Freight Lines of High Point, N.C.

North American is being acquired by Norfolk Southern Corp., a multifaceted transportation conglomerate. But the proposed $315 million sale may be challenged in the courts by the American Trucking Associations, which has already complained to the Interstate Commerce Commission about the deal.

Meanwhile, at press time, another household mover in the Top 100 has also become a source of controversy. Atlas Van Lines of Evansville, Ind., ranked 41st, has a cloudy and vague future. Atlas management has sought a federal injunction in Delaware to stop a tender offer for 83.5% of its outstanding common stock by Contrans of Toronto. Contrans is controlled by Edward A. Bland, the former president of Atlas, whose resignation was demanded by the company's board of directors last December.

Bland reportedly engaged in some questionable business practices that

Continued on page 78

# 1983's TOP 100

| Rank '83 | Rank '82 | Fleet | Type[2] | Revenue Data (+000) | | | Owned Vehicles[4] | | | (+000) Total Equip. Exp. |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | Gross Oper. Revenue | Expenses | Net Income after Taxes[3] | Tractor | Tractors | Trailers | |
| 1 | 1 | **United Parcel Service—OH, St. Charles, IL** | **CMGF** | **$3991481** | **$3467239** | **$283506** | **25781** | **3737** | **14160** | **$239676** |
| 2 | 2 | **United Parcel Service—NY, New York, NY** | **CMGF** | **1581114** | **1430402** | **81049** | **9879** | **1532** | **5023** | **100416** |
| 3 | 3 | **Roadway Express, Akron, OH** | **CMGF** | **1259017** | **1128388** | **101350** | **1050** | **7509** | **14038** | **82593** |
| 4 | 4 | **Consolidated Freightways, Palo Alto, CA** | **CMGF** | **1116596** | **1021795** | **57678** | **225** | **6435** | **17092** | **68095** |
| 5 | 5 | **Yellow Freight System, Overland Park, KS** | **CMGF** | **1058023** | **980014** | **48032** | **509** | **5425** | **14481** | **75412** |
| 6 | 6 | Ryder/P-I-E Nationwide, Inc., Jacksonville, FL | CMGF | 100504 | 974092 | 10391 | 1039 | 5134 | 14114 | 59437 |
| 7 | 8 | North American Van Lines, Ft. Wayne, IN | CMHG | 555428 | 539426 | 19952 | 30 | 80 | 6855 | N/A |
| 8 | 7 | McLean Trucking, Winston-Salem, NC | CMGF | 519009 | 525116 | 1729 | 128 | 2785 | 6507 | 40235 |
| 9 | 10 | ABF Freight System Inc., Ft. Smith, AR | CMGF | 349987 | 343632 | 3480 | 188 | 2003 | 5367 | 18662 |
| 10 | 11 | Overnite Transportation, Richmond, VA | CMGF | 340171 | 290207 | 28512 | 172 | 2875 | 6267 | 25754 |
| 11 | 14 | **Carolina Freight Carriers, Cherryville, NC** | **CMGF** | **327363** | **304291** | **11570** | **160** | **2000** | **4672** | **22810** |
| 12 | 13 | **Smith's Transfer, Staunton, VA** | **CMGF** | **315347** | **307255** | **3872** | **285** | **2590** | **4712** | **18459** |
| 13 | 12 | **Allied Van Lines, Broadview, IL** | **CMHG** | **300293** | **296591** | **4343** | **0** | **15** | **297** | **N/A** |
| 14 | 15 | **Transcon Lines, Los Angeles, CA** | **CMGF** | **283712** | **274429** | **4680** | **133** | **1610** | **3063** | **21372** |
| 15 | 17 | **American Freight System, Sioux Falls, SD** | **CMGF** | **268638** | **257088** | **6606** | **52** | **1394** | **4777** | **15384** |
| 16 | 16 | United Van Lines, Fenton, MO | CMHG | 267262 | 267630 | 2446 | 0 | 0 | 124 | N/A |
| 17 | 19 | Preston Trucking, Preston, MD | CMGF | 263468 | 251568 | 5637 | 41 | 1666 | 3853 | 16885 |
| 18 | 28 | Anchor Motor Freight, Birmingham, MI | CTMV | 234037 | 217009 | 8630 | 0 | 2102 | 2077 | 21390 |
| 19 | 21 | Aero Mayflower Transit, Carmel, IN | CMHG | 222680 | 213431 | 6029 | 0 | 8 | 1056 | N/A |
| 20 | 29 | Complete Auto Transit Inc., Detroit, MI | CTMV | 212454 | 193128 | 10267 | 0 | 1894 | 1945 | 26487 |
| 21 | 39 | **Central Transport Inc., Sterling Hts., MI** | **CMGF** | **210785** | **194529** | **16516** | **0** | **0** | **0** | **750** |
| 22 | 27 | **St. Johnsbury Trucking, St. Johnsbury, VT** | **CMGF** | **209056** | **196745** | **4745** | **0** | **0** | **0** | **10862** |
| 23 | 22 | **Signal Delivery Service, Downers Grove, IL** | **CTRS** | **204638** | **192067** | **8738** | **240** | **1439** | **6559** | **15432** |
| 24 | 25 | **Associated Truck Lines, Grand Rapids, MI** | **CMGF** | **193802** | **192497** | **2541d** | **23** | **1131** | **2664** | **11388** |
| 25 | 20 | **Halls Motor Transit, Mechanicsburg, PA** | **CMGF** | **193408** | **200215** | **9440d** | **59** | **1669** | **3292** | **15389** |
| 26 | 18 | • Interstate System, Grand Rapids, MI | CMGF | 193021 | 205414 | 17404d | na | na | na | na |
| 27 | 33 | Pilot Freight Carriers Inc., Winston Salem,NC | CMGF | 188039 | 196140 | 9457d | 68 | 897 | 2582 | 12905 |
| 28 | 24 | Central Freight Lines Inc., Waco, TX | CMGF | 175587 | 169126 | 4697 | 656 | 558 | 2451 | 11112 |
| 29 | 32 | Matlack Inc., Lansdowne, PA | CMLP | 171394 | 165815 | 1072 | 115 | 1072 | 3422 | 17394 |
| 30 | 26 | Bekins Van Lines, Hillside, IL | CMHG | 171252 | 167271 | 2869 | 0 | 13 | 955 | N/A |
| 31 | 23 | **Lee Way Motor Freight, Oklahoma City, OK** | **CMGF** | **170068** | **194262** | **11984d** | **99** | **1112** | **3485** | **10952** |
| 32 | 30 | **• Schneider Transport Inc., Green Bay, WI** | **CMSC** | **168800** | **162940** | **3167** | **na** | **na** | **na** | **na** |
| 33 | 36 | **Garrett Freightlines, Denver, CO** | **CMGF** | **168515** | **159638** | **3486** | **153** | **980** | **2668** | **9425** |
| 34 | 43 | **Jones Truck Lines Inc., Springdale, AR** | **CMGF** | **158746** | **147846** | **5740** | **0** | **907** | **2357** | **6786** |
| 35 | 35 | **Mason & Dixon Lines, Kingsport, TN** | **CMGF** | **158006** | **158635** | **2500d** | **176** | **1154** | **2328** | **8224** |
| 36 | 37 | Brown Transport Corp., Atlanta, GA | CMGF | 150278 | 139577 | 8937 | 171 | 697 | 1666 | 7528 |
| 37 | 31 | RTC Transportation Inc., Forest Park, GA | CMRS | 150065 | 146983 | 205 | 5 | 71 | 1472 | 4919 |
| 38 | 45 | Bowman Transportation, Atlanta, GA | CMGF | 149027 | 147789 | 55 | 258 | 1281 | 2935 | 12332 |
| 39 | 34 | Chemical Leaman Tank Lines, Lionville, PA | CMLP | 147695 | 148099 | 1802d | 0 | 970 | 2832 | 18749 |
| 40 | 53 | Commercial Carriers Inc., Southfield, MI | CMMV | 142888 | 134801 | 5084 | 0 | 1412 | 1650 | 18291 |
| 41 | 44 | **Atlas Van Lines Inc., Evansville, IN** | **CMHG** | **133177** | **128400** | **5426** | **0** | **2** | **85** | **N/A** |
| 42 | 49 | **Old Dominion Frt. Lines Inc., High Point, NC** | **CMGF** | **130860** | **127847** | **1103** | **47** | **680** | **1857** | **8638** |
| 43 | 48 | **Watkins Motor Lines Inc., Lakeland, FL** | **CMGF** | **128063** | **118040** | **3117** | **20** | **229** | **145** | **4990** |
| 44 | 41 | **Pacific Motor Trucking, San Francisco, CA** | **CMGF** | **124764** | **131214** | **16263d** | **382** | **599** | **1296** | **9386** |
| 45 | 42 | **Branch Motor Express, New York, NY** | **CMGF** | **120539** | **125705** | **3615d** | **186** | **901** | **2142** | **7647** |
| 46 | 40 | • I M L Freight, Salt Lake City, UT | CMGF | 111795 | 120977 | 7678d | na | na | na | na |
| 47 | 50 | Tri-State Motor Transit, Joplin, MO | CMSC | 106154 | 102089 | 2017 | 27 | 379 | 2448 | 7669 |
| 48 | 73 | Midwestern Distribution, Fort Scott, KS | CMFP | 104371 | 107050 | 2050d | 0 | 0 | 0 | 1476 |
| 49 | 52 | Thurston Motor Lines Inc., Charlotte, NC | CMGF | 104018 | 98751 | 195 | 286 | 723 | 2707 | 8470 |
| 50 | 58 | C W Transport Inc., Wisconsin Rapids, WI | CMGF | 100215 | 97580 | 2126 | 28 | 1030 | 2412 | 7207 |

| | | | |
|---|---|---|---|
| **TOTAL TOP 50—1983** | **$19,110,700** | **$17,880,772** | **$695,320** |
| **TOTAL TOP 50—1982** | **17,217,317** | **16,594,618** | **320,563** |
| **TOTAL TOP 50—1981** | **17,748,723** | **16,920,537** | **606,425** |

| Rk. by Rev. Motor Carrier | (+000) Tons & Tables | Tons Carried | | No. of Shipments | | Miles Operated | | | | Avg. Load (tons) | Avg. Haul (miles) | 1983 Oper. Ratio | 1982 Oper. Ratio | Rank By Oper. Ratio |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | Owned Vehicles | Rented Vehicles | | Rail & Water Miles | | | | | |
| | | TL | LTL | TL | LTL | | With Drivers | Without Drivers | | | | | | |
| 2917 | $20127 | na | na | na | na | na | na | na | na | na | na | 86.9 | 89.9 | 5 |
| 1189 | 6643 | na | na | na | na | na | na | na | na | na | na | 90.5 | 94.2 | 12 |
| 760 | 9637 | 1614 | 3423 | 142 | 9811 | 371789 | 8999 | 0 | 15646 | 14.2 | 1116 | 89.6 | 92.7 | 8 |
| 807 | 9255 | 1630 | 2834 | 139 | 7323 | 348454 | 21829 | 86 | 14758 | 15.9 | 1367 | 91.5 | 94.5 | 14 |
| 1048 | 9870 | 1865 | 2703 | 142 | 7778 | 333674 | 18690 | 23566 | 1941 | 14.0 | 1161 | 92.6 | 98.2 | 19 |
| 517 | 8384 | 4893 | 2363 | 312 | 5938 | 287616 | 46433 | 71611 | 3428 | 13.6 | 768 | 96.9 | 98.4 | 43 |
| N/A | 6258 | N/A | 2579 | N/A | N/A | N/A | 353955 | 0 | 0 | 7.5 | 1031 | 97.1 | 95.9 | 44 |
| 538 | 5560 | 1416 | 1469 | 111 | 4536 | 173101 | 12179 | 19317 | 10310 | 12.6 | 937 | 101.2 | 104.5 | 72 |
| 233 | 2904 | 1165 | 899 | 84 | 2250 | 120986 | 13804 | 11802 | 298 | 13.7 | 978 | 98.2 | 101.5 | 54 |
| 418 | 5010 | 1856 | 1317 | 136 | 3715 | 166131 | 0 | 0 | 137 | 10.5 | 549 | 85.3 | 88.6 | 13 |
| 369 | 3080 | 891 | 1104 | 70 | 2582 | 90412 | 9038 | 315 | 11164 | 12.0 | 687 | 93.0 | 95.5 | 22 |
| 299 | 3226 | 1035 | 1143 | 85 | 2605 | 119737 | 0 | 0 | 4103 | 12.9 | 726 | 97.4 | 101.6 | 146 |
| N/A | 187 | N/A | 547 | N/A | N/A | 0 | 116396 | 0 | 0 | 4.6 | 975 | 98.8 | 100.3 | 158 |
| 254 | 3581 | 990 | 633 | 73 | 1566 | 95413 | 22349 | 0 | 1891 | 16.2 | 1189 | 96.7 | 102.9 | 142 |
| 237 | 2908 | 673 | 940 | 51 | 2399 | 65789 | 7 | 19080 | 1644 | 11.8 | 633 | 95.7 | 100.4 | 135 |
| N/A | 173 | N/A | 487 | N/A | N/A | 0 | 108557 | 0 | 0 | 5.2 | 1149 | 100.1 | 99.9 | 65 |
| 280 | 2205 | 1588 | 101.6 | 116 | 2376 | 55184 | 8547 | 15447 | 7198 | 12.7 | 427 | 95.5 | 97.2 | 33 |
| 324 | 5641 | N/A | 2497 | N/A | N/A | 105990 | 0 | 1059 | 0 | 7.2 | 307 | 92.7 | 98.5 | 20 |
| N/A | 104 | N/A | 401 | N/A | N/A | 0 | 90472 | 0 | 0 | 4.9 | 1093 | 95.9 | 97.4 | 36 |
| 195 | 4238 | N/A | 2398 | N/A | N/A | 97035 | 9526 | 0 | 0 | 9.7 | 429 | 90.9 | 92.9 | 13 |
| 0 | 0 | 3777 | 1008 | 247 | 1375 | 0 | 0 | 83584 | 0 | 7.0 | 122 | 92.3 | 98.4 | 18 |
| 119 | 1737 | 740 | 911 | 53 | 2916 | 0 | 0 | 41478 | 0 | 8.7 | 219 | 94.1 | 93.9 | 27 |
| 225 | 3683 | N/A | 3176 | N/A | N/A | 99796 | 0 | 0 | 0 | 9.9 | 310 | 93.9 | 94.5 | 26 |
| na | 2287 | 1037 | 951 | 76 | 2343 | 35326 | 0 | 6133 | 4315 | 14.3 | 343 | 99.3 | 101.4 | 160 |
| 172 | 2101 | 605 | 755 | 49 | 1864 | 45956 | 2529 | 2273 | 1005 | 12.5 | 478 | 103.5 | 104.5 | 75 |
| na | na | na | na | na | na | na | na | na | na | na | na | 106.4 | 106.0 | 79 |
| 144 | 1909 | 875 | 750 | 61 | 1886 | 55991 | 3198 | 6354 | 1379 | 12.2 | 505 | 104.3 | 104.8 | 176 |
| 194 | 2066 | 1106 | 1187 | 71 | 3392 | 107 | 0 | 45846 | 0 | 8.5 | 170 | 96.3 | 97.7 | 39 |
| 141 | 3902 | N/A | 7702 | N/A | N/A | 75925 | 22396 | 3944 | 0 | 12.3 | 163 | 96.7 | 98.2 | 142 |
| N/A | 959 | N/A | 319 | N/A | N/A | 241 | 67610 | 0 | 0 | 4.7 | 991 | 97.7 | 97.5 | 149 |
| 153 | 1676 | 649 | 396 | 43 | 1023 | 69151 | 6029 | 3444 | 1115 | 14.3 | 1093 | 114.2 | 114.0 | 83 |
| na | na | na | na | na | na | na | na | na | na | na | na | 96.5 | 99.2 | 141 |
| na | 1223 | 526 | 646 | 38 | 2020 | 47002 | 0 | 0 | 2804 | 15.1 | 640 | 94.7 | 97.2 | 129 |
| 83 | 1555 | 989 | 667 | 62 | 1706 | 35262 | 20395 | 0 | 60 | 11.8 | 398 | 93.1 | 94.5 | 23 |
| 105 | 809 | 1208 | 460 | 76 | 1003 | 39654 | 9062 | 14736 | 3 | 14.1 | 536 | 100.4 | 105.7 | 68 |
| 93 | 890 | 1702 | 543 | 112 | 1240 | 30386 | 38292 | 0 | 0 | 14.1 | 431 | 92.9 | 94.5 | 21 |
| 55 | 1444 | N/A | 2729 | N/A | N/A | 3797 | 105476 | 8832 | 56 | 18.4 | 795 | 98.0 | 95.9 | 52 |
| 201 | 2647 | 1293 | 462 | 79 | 1187 | 59219 | 17399 | 0 | 916 | 14.3 | 628 | 99.2 | 103.2 | 159 |
| 285 | 3498 | N/A | 5537 | N/A | N/A | 70565 | 17390 | 1289 | 0 | 13 | 209 | 100.3 | 100.9 | 67 |
| 154 | 2238 | 0 | 2243 | 0 | 202 | 62698 | 5705 | 0 | 0 | 5.5 | 169 | 94.3 | 96.6 | 28 |
| N/A | 90 | N/A | 251 | N/A | N/A | 150 | 53118 | 0 | 0 | 4.6 | 980 | 96.4 | 96.6 | 140 |
| 124 | 2015 | 1645 | 348 | 98 | 838 | 22839 | 50572 | 2431 | 0 | 11.7 | 446 | 97.7 | 96.6 | 149 |
| 73 | 1365 | 536 | 263 | 34 | 642 | 15134 | 63675 | 0 | 0 | 13.4 | 1320 | 92.2 | 96.1 | 17 |
| 124 | 895 | N/A | 1153 | N/A | N/A | 15719 | 4034 | 2060 | 24360 | 8.2 | 515 | 105.2 | 112.0 | 78 |
| 145 | 1129 | 702 | 504 | 50 | 903 | 32621 | 66 | 13843 | 0 | 11.5 | 443 | 104.3 | 106.1 | 176 |
| na | na | na | na | na | na | na | na | na | na | na | na | 108.2 | 108.1 | 82 |
| 117 | 1752 | N/A | 947 | N/A | N/A | 15338 | 77165 | 0 | 0 | 12.0 | 1173 | 96.2 | 99.5 | 38 |
| 0 | 628 | 1271 | 0 | 96 | 0 | 0 | 80604 | 0 | 0 | 15.0 | 953 | 102.6 | 106.3 | 73 |
| 170 | 1941 | 776 | 452 | 54 | 1125 | 37703 | 6836 | 0 | 0 | 11.6 | 422 | 94.9 | 97.0 | 30 |
| 158 | 1057 | 736 | 386 | 54 | 660 | 25531 | 2512 | 5269 | 368 | 13.1 | 402 | 97.4 | 103.4 | 146 |

Source: Prepared especially for CCJ by Trinc Transportation Consultants, a division of Dun & Bradstreet, McLean, VA from ICC motor carrier annual reports for 1983. [1]—* indicates not among Top 100 in 1982. • —Operating revenue figure is derived from 1983 fourth quarter cumulative figures. Annual report was not available at closing time. [2]—BM—Building Materials, CM—Common, CT—Contracts, GF—General Freight, ED—Explosives, and dangerous articles, FP—Forest Products, HG—Household Goods, HM—Heavy Machinery, LP—Liquid Petroleum products (including in most cases other bulk commodities), MV—motor vehicles, RS—retail store delivery, SC—specific commodity not otherwise grouped. [3]—"d" following data indicates net loss (deficit) after taxes. [4]—as of Dec. 31, 1983. [5]—where only one figure appears, it represents total tonnage. [6]—predominately piggyback. [7]—"t" preceding data indicates tie for that rank. N/A—indicates not applicable. na—indicates data not available.

# 1983's TOP 100

| Rank '83 | Rank '82 | Fleet | Type[1] | Financial Data (+000) Gross Oper. Revenue | Net Income | Net Income after Taxes[2] | Owned Vehicles[3] Tractors | Trailers | Trailers | (+000) Total Capitalized Exp. |
|---|---|---|---|---|---|---|---|---|---|---|
| **51** | **46** | **C&H Transpn. Co. Inc., Dallas, TX** | **CMSC** | **$97605** | **$95502** | **$292** | **12** | **250** | **2645** | **6740** |
| **52** | **56** | **Red Star Express Lines, Auburn, NY** | **CMGF** | **95285** | **85945** | **3589** | **37** | **690** | **1228** | **8648** |
| **53** | **61** | **Nu-Car Carriers Inc., Bryn Mawr, PA** | **CMMV** | **94585** | **91179** | **1730** | **0** | **782** | **893** | **10167** |
| **54** | **57** | **Transus, Inc., Atlanta, GA** | **CMGF** | **93710** | **87936** | **3427** | **125** | **600** | **1378** | **5832** |
| **55** | **62** | **Murphy Motor Freight Lines Inc., St. Paul, MN** | **CMGF** | **91923** | **91460** | **236d** | **17** | **491** | **1515** | **4636** |
| 56 | 51 | Merchants Fast Motor Lines, Abilene, TX | CMGF | 90334 | 86167 | 1683 | 0 | 0 | 0 | 4993 |
| 57 | 63 | Campbell "66" Express, Springfield, MO | CMGF | 88604 | 88259 | 631 | 43 | 557 | 90 | 6825 |
| 58 | 59 | A-P-A Transport Corp., North Bergen, NJ | CMGF | 87426 | 70071 | 8046 | 338 | 231 | 555 | 4607 |
| 59 | 66 | Milne Truck Lines, Salt Lake City, UT | CMGF | 86115 | 85922 | 452d | 98 | 431 | 1309 | 4522 |
| 60 | 47 | • International Transport Inc., Rochester, MN | CMHM | 84736 | 85287 | 616d | na | na | na | na |
| **61** | **55** | **• Illinois-California Exp. Inc., Denver, CO** | **CMGF** | **84001** | **89648** | **6345d** | **na** | **na** | **na** | **na** |
| **62** | * | **Viking Freight System, Santa Clara, CA** | **CMGF** | **79821** | **76304** | **739** | **46** | **568** | **1785** | **5322** |
| **63** | **64** | **National Freight Inc., Vineland, NJ** | **CMGF** | **77663** | **77036** | **3624** | **0** | **44** | **808** | **5783** |
| **64** | **69** | **Global Van Lines Inc., Anaheim, CA** | **CMHG** | **75819** | **73918** | **787** | **0** | **9** | **35** | **N/A** |
| **65** | **82** | **Holland Motor Express Inc., Holland, MI** | **CMGF** | **72965** | **65244** | **4566** | **10** | **550** | **934** | **5089** |
| 66 | 81 | Churchill Truck Lines, Chillicothe, MO | CMGF | 72413 | 67750 | 2536 | 72 | 595 | 1089 | 5783 |
| 67 | 60 | • Riss International Corp., Kansas City, MO | CMGF | 70758 | 71273 | 26 | na | na | na | na |
| 68 | 79 | M & G Convoy, Inc., Buffalo, NY | CMMV | 70567 | 70077 | 339 | 0 | 793 | 956 | 9856 |
| 69 | 72 | Graves Truck Line, Inc., Denver, CO | CMGF | 70111 | 69021 | 1670d | 45 | 525 | 1285 | 4295 |
| 70 | 84 | Motor Convoy Inc., Decatur, GA | CMMV | 68907 | 68047 | 196 | 0 | 52 | 80 | 5360 |
| **71** | **65** | **CRST, Inc., Cedar Rapids, IA** | **CMGF** | **68321** | **68446** | **528** | **0** | **0** | **199** | **4637** |
| **72** | **91** | **United Transport Inc., Oklahoma City, OK** | **CMMV** | **67926** | **65546** | **1397** | **0** | **778** | **836** | **8269** |
| **73** | **78** | **System 99, Oakland, CA** | **CMGF** | **67575** | **64603** | **1154** | **73** | **538** | **1247** | **3887** |
| **74** | **75** | **Northwest Transpt. Svc. Inc., Commerce Cty,CO** | **CMGF** | **67533** | **58746** | **4562** | **0** | **0** | **0** | **3415** |
| **75** | **88** | **Mistletoe Express Svc., Oklahoma City, OK** | **CMGF** | **66685** | **65542** | **64** | **378** | **193** | **530** | **2903** |
| 76 | 67 | BN Transport Inc., Denver, CO | CMGF | 65352 | 69614 | 4801d | 13 | 322 | 513 | 2680 |
| 77 | 86 | • Poole Truck Line, Evergreen, AL | CMBM | 64813 | 56017 | 6378 | na | na | na | na |
| 78 | * | Interstate Contract Carriers, Salt Lake, UT | CMGF | 64510 | 66442 | 1420d | 0 | 7 | 340 | 3376 |
| 79 | 95 | Overland Express Inc., Blaine, MN | CMGF | 64156 | 60155 | 1994 | 0 | 0 | 1466 | 1091 |
| 80 | 129 | Hunt, J.B. Transport Inc., Lowell, AR | CMSC | 63024 | 49827 | 7744 | 0 | 560 | 1028 | 2753 |
| **81** | **80** | **Crete Carrier Corp., Lincoln, NE** | **CMGF** | **62763** | **59424** | **2302** | **0** | **2** | **474** | **1064** |
| **82** | **128** | **• E & L Transport Co., Dearborn, MI** | **CMMV** | **62070** | **59409** | **2256** | **na** | **na** | **na** | **na** |
| **83** | **110** | **C & J Commercial Driveaway, Lansing, MI** | **CMMV** | **61662** | **56769** | **2537** | **0** | **444** | **414** | **5570** |
| **84** | **70** | **Pennsylvania Truck Lines, Wynnewood, PA** | **CMGF** | **61238** | **58169** | **3179** | **5** | **135** | **99** | **10340** |
| **85** | **68** | **Lynden Transport Inc., Seattle, WA** | **CMGF** | **59239** | **54269** | **2716** | **32** | **64** | **777** | **3300** |
| 86 | 94 | AAA Cooper Transportation, Dothan, AL | CMGF | 59120 | 53018 | 2300 | 54 | 336 | 815 | 2665 |
| 87 | 100 | Advance Transportation Co., Milwaukee, WI | CMGF | 58841 | 57955 | 107 | 19 | 212 | 488 | 3328 |
| 88 | 85 | FFE Transportation Services, Dallas, TX | CMRS | 58749 | 57152 | 812 | 0 | 0 | 496 | 2264 |
| 89 | 97 | • Southeastern Freight Lines, W. Columbia,SC | CMGF | 58651 | 50034 | 8257 | na | na | na | na |
| 90 | 71 | Coastal Tank Lines, Inc., Akron, OH | CMSC | 58488 | 59015 | 3305d | 4 | 259 | 742 | 5956 |
| **91** | **77** | **Midwest Coast Transport, Sioux Falls, SD** | **CMRS** | **57759** | **56637** | **667** | **0** | **5** | **289** | **167** |
| **92** | **108** | **Jones Transfer Co., Monroe, MI** | **CMGF** | **56932** | **53905** | **2369** | **13** | **429** | **1907** | **4927** |
| **93** | **102** | **Pauls Trucking Corp., Avenel, NJ** | **LOSC** | **56813** | **55641** | **659** | **0** | **218** | **260** | **5675** |
| **94** | **74** | **Commercial Lovelace Motor Frt., Columbus, OH** | **CMGF** | **56240** | **59048** | **2434d** | **22** | **420** | **1207** | **2479** |
| **95** | **83** | **Groendyke Transport Inc., Enid, OK** | **CMLP** | **55939** | **53778** | **1496** | **0** | **420** | **574** | **4985** |
| 96 | 118 | NTC of America, Tulsa, OK | CMSC | 55741 | 53709 | 1611 | 3 | 0 | 342 | 4376 |
| 97 | 92 | Holmes Transportation Inc., Framingham, MA | CMGF | 55446 | 55426 | 428 | 104 | 394 | 1041 | 4775 |
| 98 | 99 | Oneida Motor Freight Inc., Carlstadt, NJ | CMGF | 55177 | 54465 | 439 | 124 | 416 | 759 | 5964 |
| 99 | 104 | Burnham Van Service, Columbus, GA | CMHG | 55002 | 49473 | 2463 | 88 | 142 | 324 | N/A |
| 100 | 76 | Schwerman Trucking Co., Milwaukee, WI | CMSC | 54611 | 53277 | 404 | 0 | 543 | 1484 | 6144 |

| | | | |
|---|---|---|---|
| **TOTAL TOP 100—1983** | **$22,584,324** | **$21,192,338** | **$785,075** |
| **TOTAL TOP 100—1982** | **20,562,906** | **19,875,822** | **329,945** |
| **TOTAL TOP 100—1981** | **21,642,318** | **20,697,280** | **857,893** |

| Avg. No. Mobil. Equips. | (+000) Trkrs & Tchrs | Trkrs Cerrid+ TL | Trkrs Cerrid+ LTL | No. of Shipments TL | No. of Shipments LTL | Miles Operated: Owned Vehicles | Miles Operated: Rented Vehicles With Drivers | Miles Operated: Rented Vehicles Without Drivers | Miles Operated: Rail & Water Miles* | Avg. Load (tons) | Avg. Haul (miles) | 1983 Oper. Ratio | 1982 Oper. Ratio | Rank by Oper. Ratio† |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **45** | **$3339** | **N/A** | **1301** | **N/A** | **N/A** | **22208** | **599283** | **0** | **0** | **14.8** | **928** | **97.8** | **93.8** | **50** |
| **83** | **894** | **249** | **449** | **21** | **1181** | **14887** | **183** | **0** | **0** | **12.8** | **276** | **90.2** | **92.8** | **11** |
| **87** | **2126** | **N/A** | **1826** | **N/A** | **N/A** | **32795** | **0** | **7138** | **0** | **7.3** | **160** | **96.4** | **97.7** | **140** |
| **75** | **995** | **461** | **444** | **35** | **1262** | **14616** | **20447** | **0** | **5697** | **7.7** | **413** | **93.8** | **97.4** | **125** |
| **62** | **519** | **415** | **336** | **29** | **796** | **22418** | **4785** | **3799** | **2069** | **13.2** | **582** | **99.5** | **101.9** | **61** |
| 65 | 1142 | 454 | 482 | 28 | 1394 | 0 | 0 | 27391 | 0 | 11.7 | 343 | 95.4 | 90.0 | 32 |
| 106 | 825 | 350 | 347 | 27 | 709 | 30889 | 4088 | 0 | 155 | 12.9 | 649 | 99.6 | 99.9 | 62 |
| 49 | 544 | 75 | 363 | 7 | 1247 | 11471 | 0 | 343 | 0 | 7.7 | 207 | 80.2 | 82.9 | 2 |
| 43 | 784 | 284 | 315 | 19 | 964 | 15287 | 2569 | 1036 | 4221 | 16.4 | 610 | 99.8 | 105.0 | 63 |
| na | na | na | na | na | na | na | na | na | na | na | na | 100.7 | 96.7 | 69 |
| **na** | **na** | **na** | **na** | **na** | **na** | **na** | **na** | **na** | **na** | **na** | **na** | **106.7** | **102.1** | **81** |
| **91** | **647** | **106** | **350** | **10** | **1432** | **13182** | **0** | **0** | **0** | **9.5** | **275** | **95.6** | **—** | **134** |
| **100** | **1491** | **1046** | **121** | **134** | **40** | **20239** | **31474** | **0** | **0** | **6.8** | **302** | **99.2** | **101.4** | **159** |
| **N/A** | **334** | **N/A** | **153** | **N/A** | **N/A** | **0** | **35084** | **0** | **0** | **3.1** | **717** | **97.5** | **98.4** | **47** |
| **50** | **707** | **214** | **413** | **21** | **831** | **15660** | **0** | **0** | **0** | **9.4** | **235** | **89.4** | **94.3** | **7** |
| 45 | 827 | 203 | 319 | 17 | 702 | 19258 | 49 | 0 | 908 | 12.0 | 470 | 93.6 | 98.5 | 24 |
| na | na | na | na | na | na | na | na | na | na | na | na | 100.8 | 101.8 | 70 |
| 120 | 1380 | 776 | 8 | 84 | 1 | 27794 | 3278 | 58 | 0 | 5.1 | 204 | 99.3 | 99.8 | 160 |
| na | 512 | 145 | 400 | 14 | 1139 | 15350 | 0 | 0 | 0 | 12.6 | 354 | 98.5 | 102.0 | 156 |
| 62 | 1550 | 2526 | 0 | 857 | 0 | 222 | 0 | 66835 | 0 | na | na | 98.8 | 100.0 | 158 |
| **17** | **1157** | **na** | **1228** | **na** | **na** | **0** | **51644** | **7838** | **2334** | **14.5** | **733** | **100.2** | **96.8** | **66** |
| **136** | **1559** | **N/A** | **1178** | **N/A** | **N/A** | **33506** | **2544** | **0** | **0** | **8.5** | **259** | **96.5** | **103.5** | **141** |
| **66** | **789** | **149** | **269** | **13** | **735** | **18337** | **0** | **1675** | **0** | **11.8** | **567** | **95.6** | **101.4** | **134** |
| **28** | **580** | **145** | **199** | **11** | **570** | **0** | **1156** | **17211** | **547** | **15.3** | **845** | **87.0** | **88.9** | **6** |
| **65** | **630** | **0** | **252** | **0** | **7203** | **9944** | **3694** | **0** | **0** | **na** | **na** | **98.3** | **97.2** | **55** |
| 49 | 480 | 324 | 129 | 21 | 270 | 4155 | 16018 | 1936 | 10613 | 15.6 | 1159 | 106.5 | 102.5 | 80 |
| na | na | na | na | na | na | na | na | na | na | na | na | 86.4 | 93.6 | 4 |
| 51 | 865 | 664 | 0 | 50 | 0 | 0 | 61653 | 0 | 0 | 13.3 | 1232 | 103.0 | 104.0 | 74 |
| 20 | 1000 | 997 | 0 | 68 | 0 | 0 | 55181 | 0 | 0 | 12.7 | 703 | 93.8 | 93.9 | 125 |
| 72 | 1306 | 974 | 0 | 66 | 0 | 60888 | 320 | 1196 | 0 | 14.8 | 950 | 79.1 | 85.0 | 1 |
| **24** | **1152** | **1143** | **0** | **57** | **0** | **0** | **64726** | **0** | **0** | **20.0** | **1132** | **94.7** | **94.0** | **129** |
| **na** | **na** | **na** | **na** | **na** | **na** | **na** | **na** | **na** | **na** | **na** | **na** | **95.7** | **99.6** | **135** |
| **68** | **1221** | **N/A** | **606** | **N/A** | **N/A** | **27813** | **1070** | **2830** | **0** | **5.7** | **324** | **92.1** | **97.9** | **16** |
| **180** | **2039** | **N/A** | **N/A** | **N/A** | **N/A** | **N/A** | **N/A** | **N/A** | **N/A** | **N/A** | **N/A** | **95.0** | **96.0** | **31** |
| **3** | **580** | **1036** | **48** | **13** | **112** | **3342** | **0** | **2919** | **28455** | **34.7** | **451** | **91.6** | **90.1** | **15** |
| 53 | 965 | 233 | 343 | 18 | 879 | 15855 | 1450 | 0 | 1339 | 8.2 | 273 | 89.7 | 98.3 | 9 |
| 43 | 298 | 293 | 333 | 22 | 776 | 4754 | 81 | 8652 | 0 | 9.0 | 194 | 98.5 | 99.2 | 156 |
| 2 | 608 | N/A | 641 | N/A | N/A | 0 | 30756 | 0 | 0 | N/A | N/A | 97.3 | 100.6 | 45 |
| na | na | na | na | na | na | na | na | na | na | na | na | 85.3 | 93.2 | 13 |
| 66 | 1061 | N/A | 2261 | N/A | N/A | 21242 | 10490 | 1771 | 0 | 11.3 | 167 | 100.9 | 101.1 | 71 |
| **0** | **279** | **N/A** | **623** | **N/A** | **N/A** | **0** | **0** | **60081** | **0** | **18.5** | **1787** | **98.1** | **97.6** | **53** |
| **61** | **842** | **883** | **300** | **69** | **464** | **15933** | **0** | **1355** | **0** | **8.4** | **123** | **94.7** | **103.4** | **129** |
| **83** | **774** | **1532** | **0** | **69** | **0** | **12736** | **0** | **9516** | **0** | **22.7** | **329** | **97.9** | **98.1** | **51** |
| **34** | **480** | **217** | **303** | **19** | **727** | **10590** | **0** | **0** | **0** | **11.8** | **240** | **105.0** | **111.7** | **77** |
| **88** | **1387** | **N/A** | **3559** | **N/A** | **N/A** | **24390** | **181** | **21308** | **0** | **12.7** | **164** | **96.1** | **96.4** | **37** |
| 0 | 380 | N/A | 862 | N/A | N/A | 0 | 45399 | 0 | 0 | 10.2 | 541 | 96.4 | 98.0 | 140 |
| 103 | 648 | 353 | 294 | 22 | 904 | 17853 | 24 | 15 | 0 | 5.3 | 148 | 100.0 | 100.0 | 64 |
| 73 | 401 | 232 | 198 | 18 | 607 | 11137 | 0 | 0 | 0 | 10.1 | 262 | 98.7 | 100.3 | 57 |
| N/A | 619 | N/A | 90 | N/A | N/A | 6871 | 8752 | 0 | 0 | 6.6 | 1148 | 90.0 | 89.8 | 10 |
| 181 | 1095 | N/A | 4529 | N/A | N/A | 29557 | 9099 | 0 | 0 | 11.7 | 100 | 97.6 | 100.5 | 48 |

Source: Prepared especially for CCJ by Trinc Transportation Consultants, a division of Dun & Bradstreet, McLean, VA from ICC motor carrier annual reports for 1983. †—*indicates not among Top 100 in 1982. • —Operating revenue figure is derived from 1983 fourth quarter cumulative figures. Annual report was not available at closing time. ²—BM—Building Materials, CM—Common, CT—Contracts, GF—General Freight, ED—Explosives, and dangerous articles, FP—Forest Products, HG—Household Goods, HM—Heavy Machinery, LP—Liquid Petroleum products (including in most cases other bulk commodities), MV—motor vehicles, RS—retail store delivery, SC—specific commodity not otherwise grouped. ³—"d" following data indicates net loss (deficit) after taxes. ⁴—as of Dec. 31, 1983. ⁵—where only one figure appears, it represents total tonnage. ⁶—predominately piggyback. ⁷—"t" preceding data indicates tie for that rank. N/A—indicates not applicable. na—indicates data not available.

involved other companies he and his wife operated at the same time he was presiding over affairs at Atlas. Those practices are currently in dispute. But despite the controversy surrounding Bland and Atlas, it has been reported that the Canadian Imperial Bank of Commerce has agreed to put up $57 million to buy the 83.5% sought in the Contrans tender offer.

Other developments that occurred during the year that are not necessarily reflected in the Top 100 figures include the acquisition last October of Summit Companies of Los Angeles by Carolina Freight Corp. Summit is the parent company of G.I. Trucking, which has a company-owned subsidiary, Hawaiian Freight Forwarding. As the name implies, G.I. Trucking dates back to the end of World War II. The sale was for $14.5 million. In 1983, Carolina Freight earned $11.5 million on revenues of $327.3 million.

Also, IU International of Philadelphia, Pa., acquired Poole Truck Lines of Evergreen, Ala. IU also owns and operates Ryder/P.I.E. Nationwide, which has integrated the operations of another subsidiary, Helms/Byrns Express of Irwin, Pa. Last year, Poole moved up in ranking to 77th in the Top 100 from 86th, reporting earnings of $6.3 million on revenues of $64.8 million.

C.W. Transport acquired Blue Arrow of Grand Rapids. Blue Arrow was the trucking unit of Kysor Industrial Corp., while C.W. Transport is a subsidiary of Gerber Products Co. of Fremont, Mich. Gerber is a big producer of baby food products.

Among the motor carriers no longer in operation is Gordons Transport of Memphis,

| Rank '83 | Name | Type | Revenue | Operating | Net Income | 1983 Oper. Ratio | 1982 Oper. Ratio |
|---|---|---|---|---|---|---|---|
| **101** | **New Penn Motor Express, Lebanon, PA** | **CMGF** | **$54586** | **45437** | **5830** | **83.2** | **86.7** |
| **102** | **Duff Truck Line, Inc., Lima, OH** | **CMGF** | **53559** | **54594** | **1274d** | **101.9** | **103.7** |
| **103** | **Jones Motor Co., Inc., Spring City, PA** | **CMGF** | **51101** | **49907** | **1202** | **97.7** | **99.7** |
| **104** | **Miller Transporters Inc., Jackson, MS** | **CMLP** | **50502** | **49541** | **320** | **95.1** | **98.1** |
| **105** | **Pre-Fab Transit Co., Farmer City, IL** | **CMBM** | **50288** | **47610** | **1863** | **94.7** | **97.7** |
| 106 | Janesville Auto Transport, Janesville, WI | CTMV | 49789 | 45094 | 2733 | 90.6 | 99.6 |
| 107 | Shaw, Willis Frozen Express, Elm Springs, AR | CMRS | 49636 | 46462 | 10005 | 93.6 | 93.3 |
| 108 | Estes Express Lines, Richmond, VA | CMGF | 49457 | 44347 | 2803 | 89.7 | 93.8 |
| 109 | Southwest Motor Freight, Chattanooga, TN | CMGF | 49197 | 46604 | 681 | 94.7 | 95.8 |
| 110 | Auto Convoy Co., Dallas, TX | CMMV | 48824 | 49213 | 948d | 100.8 | 100.9 |
| **111** | **Mercury Motor Express, Tampa, FL** | **CMGF** | **48786** | **51720** | **1610d** | **106.1** | **106.1** |
| **112** | **Dart Transit Co., St. Paul, MN** | **CMGF** | **48761** | **45148** | **3011** | **92.6** | **90.8** |
| **113** | **Anderson Trucking Service, St. Cloud, MN** | **CMSC** | **48486** | **46185** | **1137** | **95.3** | **96.9** |
| **114** | **Santa Fe Trail Transportation, Wichita, KS** | **CMGF** | **48130** | **50315** | **1128d** | **104.5** | **99.8** |
| **115** | **Refiners Transport & Terminal, Oregon, OH** | **CMLP** | **48053** | **48405** | **1394d** | **100.7** | **100.0** |
| 116 | Melton Truck Lines Inc., Shreveport, LA | CMBM | 47520 | 46792 | 818 | 98.5 | 100.9 |
| 117 | Sala Motor Freight Lines Inc., Houma, LA | CMGF | 47478 | 41000 | 4082 | 86.4 | 88.9 |
| 118 | Lyons Transportation Lines, Erie, PA | CMGF | 47127 | 45339 | 988 | 96.2 | 100.6 |
| 119 | Kenosha Auto Transport Co., Kenosha, WI | CMMV | 46678 | 46140 | 479 | 98.9 | 104.4 |
| 120 | Red Arrow Freight Lines, San Antonio, TX | CMGF | 46234 | 46550 | 551d | 100.7 | 99.0 |
| **121** | **Morgan Drive-Away Inc., Elkhart, IN** | **CMSC** | **46163** | **44042** | **1201** | **95.4** | **94.4** |
| **122** | **Hyman Freightways Inc., St. Paul, MN** | **CMGF** | **46002** | **43539** | **1475** | **94.6** | **97.2** |
| **123** | **Alterman Transport Lines, OPA Locka, FL** | **CMRS** | **45677** | **44344** | **791** | **97.1** | **97.8** |
| **124** | **• Cassens Transport Co., Edwardsville, IL** | **CMMV** | **45520** | **45050** | **556** | **99.0** | **99.1** |
| **125** | **National Carriers Inc., Liberal, KS** | **CMRS** | **45385** | **41397** | **2967** | **91.2** | **92.0** |
| 126 | Arnold Bros. Trpt., Ltd., Winnipeg, Manitoba, CN | CMGF | 44998 | 43759 | 602 | 97.3 | 98.9 |
| 127 | Subler, Carl Trucking Inc., Versailles, OH | CMGF | 44614 | 43311 | 237 | 97.1 | 100.5 |
| 128 | Crouse Cartage Co., Carroll, IA | CMGF | 43863 | 42496 | 787 | 96.9 | 98.5 |
| 129 | Clairmont Transfer Co., Escanaba, MI | CMGF | 43647 | 45574 | 3446d | 104.4 | 104.1 |
| 130 | Chemical Express Carriers, Dallas, TX | CMSC | 43005 | 41016 | 73d | 95.4 | 96.7 |
| **131** | **Dallas & Mavis Forwarding Co., Kenosha, WI** | **CMMV** | **42715** | **40984** | **1060** | **96.0** | **99.0** |
| **132** | **Sanborns Motor Express, Portland, ME** | **CMGF** | **42601** | **40934** | **1192** | **96.1** | **97.8** |
| **133** | **North Penn Transfer Inc., Lansdale, PA** | **CMGF** | **40953** | **39407** | **1447** | **96.2** | **99.1** |
| **134** | **Standard Trucking Co., Charlotte, NC** | **CMGF** | **40793** | **38853** | **812** | **95.2** | **98.9** |
| **135** | **Convoy Company, Portland, OR** | **CMMV** | **39843** | **39906** | **3919** | **100.2** | **100.8** |
| 136 | Ruan Transport, Des Moines, IA | CMLP | 39643 | 41431 | 3344d | 104.5 | 104.9 |
| 137 | Wilson Trucking Corp., Fisherville, VA | CMGF | 39590 | 35636 | 1853 | 90.0 | 91.1 |
| 138 | DSI Transports Inc., Houston, TX | CMSC | 39463 | 37553 | 1830 | 95.2 | 94.2 |
| 139 | Willig Freight Lines, San Francisco, CA | CMGF | 38594 | 35055 | 2244 | 90.8 | 93.2 |
| 140 | Carretta Trucking Inc., Paramus, NJ | CMGF | 38537 | 34625 | 2036 | 89.9 | 91.0 |
| **141** | **May Trucking Co., Payette, ID** | **CMRS** | **38348** | **37031** | **871** | **96.6** | **97.2** |
| **142** | **Tanksley, Sam Trucking Inc., Cape Girardeau, MO** | **CMGF** | **37905** | **33904** | **1618** | **89.4** | **95.8** |
| **143** | **Gray, Jack Transport Inc., Gary, IN** | **CMDT** | **37858** | **37000** | **312** | **97.7** | **99.7** |
| **144** | **• Commercial Carrier Corp., Auburndale, FL** | **CMBM** | **37754** | **34137** | **2235** | **90.4** | **94.4** |
| **145** | **Mercer Transportation Co., Louisville, KY** | **CMBM** | **37587** | **36494** | **559** | **97.1** | **97.2** |
| 146 | Werner Enterprise Inc., Omaha, NE | CMGF | 37312 | 32259 | 4011 | 86.5 | 89.1 |
| 147 | AAA Trucking Corp., Trenton, NJ | CMGF | 36801 | 34760 | 1098 | 94.5 | 96.9 |
| 148 | Deaton Inc., Birmingham, AL | CMSC | 36427 | 33206 | 1972 | 91.2 | 93.4 |
| 149 | Daily Express Inc., Carlisle, PA | CMSC | 36144 | 33580 | 1216 | 92.9 | 94.4 |
| 150 | Warren Transport Inc., Waterloo, IA | CMHM | 36031 | 33622 | 1521 | 93.3 | 94.2 |

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| | | | | | | | |
|---|---|---|---|---|---|---|---|
| 151 | **Wheaton Van Lines, Inc., Indianapolis, IN** | **CMHG** | **$35668** | **33695** | **$ 1482** | **94.5** | **96.8** |
| 152 | **Saunders Carriers Inc., Birmingham, AL** | **CMSC** | **35473** | **35805** | **401d** | **100.9** | **103.2** |
| 153 | **Fleet Transport Company, Inc., Cleveland, OH** | **CMLP** | **35412** | **35467** | **318** | **100.2** | **103.0** |
| 154 | **Cooper, Jack Transport Co., Kansas City, MO** | **CTMV** | **35267** | **30565** | **2413** | **86.7** | **96.6** |
| 155 | **Pirkle Refrigerated Freight Lines, De Forest, WI** | **CMRS** | **34871** | **32400** | **1039** | **92.9** | **92.6** |
| 156 | Malone Freight Lines, Inc., Birmingham, AL | CMGF | 34299 | 34860 | 570d | 101.6 | 102.4 |
| 157 | KLM Inc., Jackson, MS | CMGF | 33854 | 31832 | 891 | 94.0 | 92.6 |
| 158 | • R-W Service System, Taylor, MI | CMGF | 33313 | 32926 | 175 | 98.8 | 101.0 |
| 159 | Whiteford Truck Lines, Inc., South Bend, IN | CMGF | 33273 | 31535 | 596 | 94.8 | 95.0 |
| 160 | McKenzie Tank Lines, Tallahassee, FL | CMSC | 33066 | 30355 | 1787 | 91.8 | 94.6 |
| 161 | **Di Salvo Trucking Co., San Francisco, CA** | **CMGF** | **33027** | **33435** | **282d** | **101.2** | **98.2** |
| 162 | **Ace-Doran Hauling & Rigging, Cincinnati, OH** | **CMSC** | **32810** | **32336** | **435** | **98.6** | **95.6** |
| 163 | **Penn Yan Express Inc., Penn Yan, NY** | **CMGF** | **32728** | **33504** | **1328d** | **102.4** | **99.6** |
| 164 | **Associated Petroleum Carriers, Spartanburg, SC** | **CMLP** | **32707** | **31963** | **665** | **97.7** | **100.5** |
| 165 | **Ploof Truck Lines, Jacksonville, FL** | **CMBM** | **32596** | **27278** | **6159** | **83.7** | **83.8** |
| 166 | Blue Ridge Transfer Co., Roanoke, VA | CMSC | 32556 | 30995 | 815 | 95.2 | 99.2 |
| 167 | Four Winds Van Lines, San Diego, CA | CMHG | 32248 | 31761 | 207 | 98.5 | 99.7 |
| 168 | Merchants Home Delivery, Oxnard, CA | LOGF | 32204 | 29403 | 1725 | 91.3 | 90.7 |
| 169 | Advance United Expressways, Minneapolis, MN | CMGF | 31725 | 29895 | 922 | 94.2 | 97.1 |
| 170 | Spartan Express Inc., Greer, SC | CMGF | 31578 | 26360 | 2157 | 83.5 | 89.8 |
| 171 | **Home Transportation Co., Inc., Marietta, GA** | **CMSC** | **31460** | **31277** | **184** | **99.4** | **99.0** |
| 172 | **Waggoners Trucking, Billings, MT** | **CMGF** | **31372** | **30667** | **788** | **97.8** | **99.8** |
| 173 | **• Mushroom Transportation Co., Inc., Philadelphia, PA** | **CMGF** | **31294** | **32319** | **2446d** | **103.3** | **101.0** |
| 174 | **• United Trucking Service, Dearborn, MI** | **CMGF** | **31095** | **31413** | **686d** | **101.0** | **104.4** |
| 175 | **Central Transport Inc., High Point, NC** | **CMSC** | **31002** | **28211** | **5870** | **91.0** | **92.7** |
| 176 | George Transfer & Rigging Co., Parkton, MD | CMSC | 30972 | 30100 | 433 | 97.2 | 101.4 |
| 177 | Aero Trucking Inc., Monroeville, PA | CMSC | 30807 | 30552 | 71 | 99.2 | 101.0 |
| 178 | Missouri Pacific Truck Lines, St. Louis, MO | LOGF | 30551 | 30185 | 1211 | 98.8 | 100.7 |
| 179 | Farmer, E.L. & Co., Odessa, TX | CMSC | 30544 | 29480 | 450 | 96.5 | 93.6 |
| 180 | Stoops Express Inc., Anderson, IN | CMSC | 30528 | 28676 | 719 | 93.9 | 94.3 |
| 181 | **Fore Way Express, Wausau, WI** | **CMGF** | **30195** | **29751** | **385** | **98.5** | **98.4** |
| 182 | **Sanders Wiley Truck Lines, Troy, AL** | **CMSC** | **29744** | **28803** | **169** | **96.8** | **98.1** |
| 183 | **O K Trucking Co., Cincinnati, OH** | **CMGF** | **29273** | **28622** | **238** | **97.8** | **100.3** |
| 184 | **Schanno Transportation Inc., West St. Paul, MN** | **CMRS** | **29225** | **27351** | **942** | **93.6** | **96.1** |
| 185 | **Sammons Trucking, Missoula, MT** | **CMBM** | **28934** | **27641** | **543** | **95.5** | **96.6** |
| 186 | Curtis Inc., Commerce City, CO | CMRS | 28925 | 28931 | 362d | 100.0 | 99.0 |
| 187 | • Hyder Clay Trucking Lines, Auburndale, FL | CMAC | 28898 | 24478 | 3989 | 84.7 | 89.4 |
| 188 | Indianhead Truck Lines, St. Paul, MN | CMGF | 28811 | 27701 | 509 | 96.2 | 99.1 |
| 189 | McClendon Glenn Trucking Co., Lafayette, AL | CMGF | 28577 | 26369 | 994 | 92.3 | 95.6 |
| 190 | Schaeffer Trucking Inc., Glendale, AZ | CMGF | 28461 | 27947 | 950d | 98.2 | 95.1 |
| 191 | **Southwestern Motor Transport, San Antonio, TX** | **CMGF** | **28328** | **28090** | **312** | **99.2** | **98.2** |
| 192 | **Altruk Freight System, Palo Alto, CA** | **CMGF** | **27593** | **27413** | **63** | **99.4** | **100.2** |
| 193 | **Ward Trucking Corp., Altoona, PA** | **CMGF** | **27393** | **27037** | **503** | **98.7** | **98.7** |
| 194 | **• Florida Rock & Tank Lines, Inc., Jacksonville, FL** | **CMDT** | **26988** | **24493** | **1330** | **90.8** | **91.4** |
| 195 | **Interstate Distributor, Tacoma, WA** | **CTFP** | **26975** | **26137** | **133** | **96.9** | **95.7** |
| 196 | Middlewest Freightways Inc., St. Louis, MO | CMGF | 26955 | 25198 | 924 | 93.5 | 95.7 |
| 197 | • Getter Trucking Inc., Billings, MT | CMSC | 26912 | 28066 | 331d | 104.3 | 102.0 |
| 198 | Texas Oklahoma Express Inc., Irving, TX | CMGF | 26850 | 29782 | 1588d | 110.9 | 102.5 |
| 199 | Thompson, Steve D Trucking, Winnsboro, LA | CMGF | 26777 | 24814 | 1426 | 92.7 | 89.8 |
| 200 | A & H Truck Line Inc., Evansville, IN | CMGF | 26545 | 25631 | 457 | 96.6 | 96.7 |
| | **TOTALS '83** | | **$3,748,824** | **$3,594,813** | **$ 86,871** | | |
| | **TOTALS 1982** | | **3,666,706** | **3,536,387** | **29,570** | | |
| | **TOTALS 1981** | | **4,251,725** | **4,093,989** | **193,183** | | |

Tenn. Gordons liquidated a year ago. The last time the company appeared in the Top 100, it had a loss (for 1982) of $4.3 million. And while the company had also lost money in 1980, $7.8 million on revenues of $96 million, it did make money in 1981, amounting to $283,000 on revenues of $105.5 million. The company operated from Memphis to Dallas, with terminals in St. Louis, Forest View, Ill., New Orleans, and Sharonville, Ohio.

Another major for-hire carrier whose future appears questionable is Mason & Dixon Lines of Kingsport, Tenn. As of a month ago, Mason & Dixon was the target of a strike by the Teamsters Union over certain wage and work rules put into place by management. The union charges that the changes are discriminatory and has refused to bargain.

Acquired by Central Transport of Sterling Heights, Mich., earlier this year, Mason & Dixon reported a loss of $2.5 million on revenues of $158 million for 1983. Mason & Dixon, formerly a family-owned company, also lost $10.7 million in 1982.

Another fleet being liquidated at press time is IML of Salt Lake City. Like Mason & Dixon, IML Freight got caught up in a labor dispute with the Teamsters and eventually elected to close its doors. For 1983, IML sustained a $7.6 million loss on revenues of $111 million. Like Commercial Lovelace, IML has been unable to turn a profit for the past several years.

Always of interest to industry observers is a company's operating ratio. It remains today one of the few unchanged measures of a

Continued

carrier's financial status. For 1983, a new carrier has taken top honors, J.B. Hunt Transport of Lowell, Ark. J.B. Hunt not only reported an impressive OR of 79.1, but it moved to 80th position from 129th, earning $7.74 million on gross revenues of $63 million. Hunt's transition into the big time has been impressive. It has also been accomplished without a lot of fanfare. At last count, Hunt had 500 units operating, only three of which were owner operators.

Chasing Hunt for top honors, as it chases every for-hire carrier every year, is A-P-A Transport of North Bergen, N.J. A-P-A, operating in what is generally accepted as the worst environment for trucking, finished 1983 earning $8 million on revenues of $87.3 million. The company's 82.9 OR made it the nation's second best.

Impressive earnings were also reported by the nation's largest intrastate carrier, Central Freight Lines of Waco, Tex. For 1983, Central earned $4.6 million on revenues of $175.5 million. These figures are down from 1982, when Central earned $6.1 million on $187 million in revenues. Company officials, in an exclusive interview with CCJ just weeks ago, attributed the decline to greater competition within Texas from interstate carriers, a decline in interline traffic and cuts in freight rates. The Callan family, founders of Central, say deregulation has significantly hurt carriers like Central which traditionally depend on out-of-state truck lines for interline business.

One cannot overlook the significant increase in profitability shown by United Parcel Service of St. Charles, Ill., one of two UPS divisions in this country. In 1983, UPS of St. Charles increased earnings $94,273,000 to $283 million from $189 million in 1982. The company also reported a significant improvement in its OR, 86.9 for 1983 from 89.9 for 1982.

Marking its 75th anniversary last year, UPS continues to be the leader in the nation's small package industry. And while many in the for-hire segment of the industry are reluctant to recognize UPS as truly a "trucking company," it ought to be remembered that UPS has 85,000 workers covered by the Teamsters, making it the country's largest employer of teamsters, as well as 17 agreements with the International Association of Machinists. Although statistics in the Top 100 do not show the number of vehicles owned, UPS nationwide at the end of 1982 had 62,400 vehicles and 117,800 people on the payroll.

Perhaps the only sour note for 1983 was the company's inability to negotiate a satisfactory contract with the Teamsters Union in Alaska. As a consequence, UPS in February 1983 discontinued operations in Anchorage.

Combined revenues for 1983 topped $5.57 billion, and despite recurring complaints of poor labor relations, UPS is quick to point out that no driver earns less than $25,000 annually.

Reports from industry sources document the growing strength of the trucking industry, matching the stable national economy, despite fears from Wall Street over high interest rates from record-setting budget deficits and the threat of an overheated economy and inflation. For example, a recently released survey by the Regular Common Carrier Conference of the American Trucking Associations, says motor carrier tonnage, net income and revenue, all increased in the first quarter of 1984. The RCCC says that LTL tonnage jumped an impressive 15.8% based on reports from 158 for-hire carriers.

One year ago, Chase Manhattan Bank, headquartered in New York City, made this observation about the for-hire segment of the trucking industry. Chase said: "...the successful carrier is the carrier that becomes more sophisticated in marketing and sales. The future [belongs] to the well-managed, well-financed and well-positioned companies."

There is every evidence to support that observation. It is probably more true today then it was a year ago. A close look at the figures that make up the Top 100 show clearly that the big carriers, well-positioned and well-financed, are getting bigger and their cash horde is growing larger every day. That means it will become increasingly more difficult for others seeking to operate in a highly competitive environment that's dominated by companies capable of not only buying the most fuel efficient equipment, but new terminals as well.

There will, unfortunately, be a continuing fall out of motor carriers. And while CCJ is not making predictions, it is not hard to see who the IMLs and Gordons of 1983 and 1984 will be.

The ability to turn a loss into a profit in 1983 was also not lost on CCJ's second group of 100 for-hire motor carriers. In 1982, 33 in this category reported deficits. For 1983, the number was reduced to 19.

Unfortunately, a few well-known names are repeat losers. They include Chemical Express of Dallas, slipping to 130 from 87th in the Top 100 in 1982, and Refiners Transport of Oregon, Ohio. Refiners went from 98th in the Top 100 in 1982 to 115. Other better-known carriers reporting losses last year include Mercury Motor Express of Tampa and Ruan Transport of Des Moines. Red Arrow Freight of San Antonio, Tex., earning $751,000 in 1982, lost $551,000 in 1983.

It is also of major interest to see the growth and evolution of companies like J.B. Hunt, which was in the second Top 100 in 1982, and Overland Express of Blaine, Minn., and Churchill Truck Lines of Chillicothe, Mo. Just how long they will continue to grow and when they will peak is impossible to say. But clearly they must have a management team that is doing something right...or a management team that can see a marketing strategy others have overlooked.

And that seems to be key to success in trucking today: management that is in tune and geared up to meet today's demands for freight service tailored to the shipper's requirements ...at competitive rates.

Having an ESOP that increases employee productivity at reduced labor costs can help restore a carrier to the competitive scene. Unfortunately, an ESOP is not so magical that it can guarantee a company's success once its competitiveness is restored. An ESOP will bring a drowning fleet to the surface. But it will not keep it afloat nor make it a long-distance swimmer.

# INDUSTRY TRENDS AND STATISTICS

By **JERRY STANDLEY**, *Editor-In-Chief*, and **JOANNE HOFFMAN**, *Marketing Services Manager*

**Carriers started buying again in the latter months of 1983, which gave truck industry suppliers a reprieve from the steep recession experienced throughout 1982.**

*The economic upturn that characterized the second half of 1983 saved the year for industry suppliers. Motor carriers, in addition to turning over old equipment, began to capitalize on the Surface Transportation Assistance Act by upgrading their fleets with more productive, fuel efficient equipment.*

*Information presented in* Industry Trends and Statistics *was compiled by CCJ's editorial and marketing staffs from data supplied by Trinc Transportation Consultants, Inc.; American Trucking Associations, Inc.; the Motor Vehicle Manufacturers Association; and the Department of Commerce, Bureau of Census, Industry Division.*

*The chart at the bottom of this page was prepared especially for* Commercial Carrier Journal *by ATA, and is based on reports filed with the ICC by Class 1 and 2 "instruction 27" carriers (75% of revenue derived from general commodity freight). To provide a more meaningful comparison, figures for 1982 are restated on the basis of those carriers filing 1983 returns. Contract carriers and household movers are excluded.*

| Year | Class I (Over $ Million) | Class II ($1-$5 Million) | Class III (Under $1 Million*) | TOTAL |
|---|---|---|---|---|
| 1983 | 1,139 | 1,631 | 24,411 | 27,181 |
| 1982 | 1,144 | 2,139 | 22,059 | 25,342 |
| 1981 | 1,031 | 2,293 | * | 18,000* |
| 1980 | 947 | 2,164 | * | 17,000* |
| 1979 | 992 | 2,754 | 13,337 | 17,083 |
| 1978 | 1,045 | 2,929 | 12,900 | 16,874 |
| 1977 | 1,052 | 3,101 | 12,453 | 16,606 |

* The Class 3 total given above for 1983 was supplied by the Interstate Commerce Commission and was current December 31, 1983.

**NUMBER OF FOR-HIRE CARRIERS**

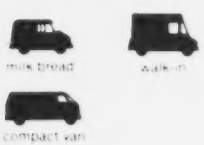
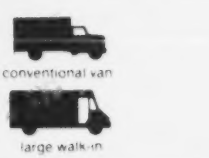
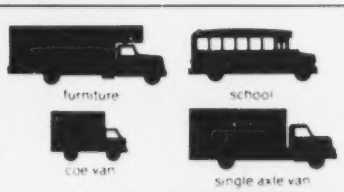
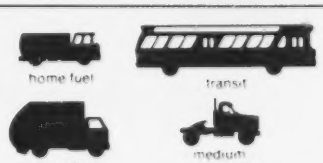
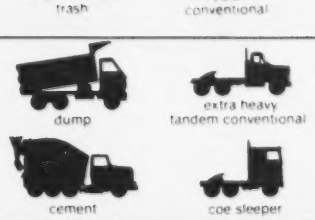
Class 2 carriers are diminishing in number from a high of 3101 in 1977, to 1983's low of 1631—a 53% reduction. The number of Class 1 carriers has remained relatively constant, while Class 3 has grown 68% since 1977. Readers are warned not to read too much into this data, say ICC spokesmen, because the numbers are in constant motion. However, the long-term trend in Class 2 is certainly downward. The most likely of many possible explanations for Class 2 shrinkage is that marginal Class 2 carriers who have suffered declines in revenues since deregulation are filling Class 3 ranks.

| | All General Freight & Specialized Carriers 1983 ($000) | 1982 ($000) | Percent Change 83-82 | Percent of Revenue (1983) |
|---|---|---|---|---|
| Number of Carriers | 639 | 636 | | |
| GROSS OPERATING REVENUES | $22,027,087 | $20,516,748 | 7.36% | 100.00% |
| Salaries-Officers and Supervisors | $1,648,596 | $1,533,133 | 7.53% | 7.48% |
| Salaries & Wages | $6,142,568 | $5,995,247 | 2.46% | 27.89% |
| Miscellaneous Paid Time Off | $642,214 | $648,109 | (0.91%) | 2.92% |
| Other Fringes | $2,159,654 | $1,960,438 | 10.16% | 9.80% |
| Salaries, Wages & Fringe Benefits | $10,593,032 | $10,136,927 | 4.50% | 48.09% |
| Operating Supplies & Expenses | $2,686,624 | $2,734,779 | (1.76%) | 12.20% |
| General Supplies & Expenses | $875,806 | $780,469 | 12.22% | 3.98% |
| Operating Taxes & Licenses | $616,202 | $514,412 | 19.79% | 2.80% |
| Insurance | $459,790 | $438,533 | 4.85% | 2.09% |
| Communication & Utilities | $382,924 | $359,712 | 6.45% | 1.74% |
| Depreciation & Amortization | $840,780 | $844,632 | (0.46%) | 3.82% |
| Equipment Rental & Purch. Tptn. | $4,324,109 | $4,038,672 | 7.07% | 19.63% |
| Building & Office Equipment Rental | $216,589 | $212,731 | 1.81% | 0.98% |
| Other & Miscellaneous Expenses | $117,142 | $91,016 | 28.70% | 0.53% |
| TOTAL OPERATING EXPENSES | $21,113,000 | $20,151,883 | 4.77% | 95.85% |
| NET INCOME BEFORE TAXES | $801,790 | $252,349 | 217.73% | 3.64% |
| NET INCOME AFTER TAXES | $512,492 | $135,231 | 278.98% | 2.33% |
| OPERATING RATIO | 95.85 | 98.22 | | |
| NET PROFIT MARGIN | 2.33 | 0.65 | | |

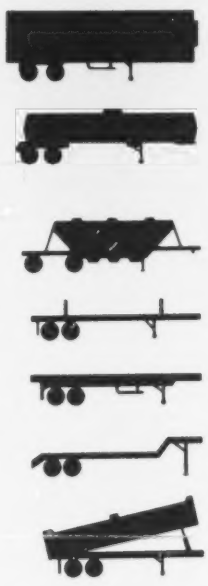
**SELECTED FINANCIAL DATA FROM CLASS 1 AND CLASS 2 COMMON CARRIERS**

Financial statistics for Class 1 and Class 2 common carriers indicate a strong rebound in 1983 even though there are fewer fleets in number. Combined gross revenues for the 639 reporting carriers were $20.5 billion, a 7.4% increase compared to 1982. Net profit margins were vastly improved to 2.33 in '83 from 0.65 in '82, resulting in a 279% increase in after tax net income. Group operating ratio was comparably improved to an '83 average of 95.85 from 98.22 in 1982. Not surprisingly, the greatest line item increase in expenses was for Operating Taxes and Licenses, which increased 19.79% in 1983 on top of a 9.88% increase in 1982—that's just shy of 30% in two years.

## FACTORY SALES OF TRUCKS BY GVW (1969 through 1983)

| | | No. of Units | % of Total |
|---|---|---|---|
| | **CLASS 1**<br>**6,000 lbs. & Less** | 16,222,133 | 47.9 |
| | **CLASS 2**<br>**6,001-10,000 lbs.** | 13,000,298 | 38.3 |
|   | **CLASS 3**<br>**10,001-14,000 lbs.** | 278,957 | .8 |
|   | **CLASS 4**<br>**14,001-16,000 lbs.** | 61,131 | .2 |
| | **CLASS 5**<br>**16,001-19,500 lbs.** | 255,367 | .8 |
|   | **CLASS 6**<br>**19,501-26,000 lbs.** | 1,816,933 | 5.4 |
|   | **CLASS 7**<br>**26,001-33,000 lbs.** | 556,223 | 1.6 |
|   | **CLASS 8**<br>**33,001 lbs. & Over** | 1,710,312 | 5.0 |
| Source: Motor Vehicle Mfrs. Assn. and CCJ Marketing Dept. | **TOTAL** | 33,901,354 | 100.0 |

## BREAKDOWN OF NEW TRAILER SHIPMENTS (1969 through 1983)



| | Number | % of Total |
|---|---|---|
| **VANS** | | |
| Dry Freight/Closed Top | 966,645 | 46.4 |
| Dry Freight/Open Top | 64,909 | 3.1 |
| Insulated/Semi-Insulated | 239,909 | 11.5 |
| Drop Frame | 62,289 | 3.0 |
| Livestock | 21,641 | 1.0 |
| Total Vans | 1,355,393 | 65.0 |
| **SPECIAL TYPES** | | |
| Tanks/Liquid | 94,531 | 4.5 |
| Dry Bulk | 26,932 | 1.3 |
| Pole and Logging | 24,202 | 1.2 |
| Platform | 337,095 | 16.2 |
| Low-Bed | 73,962 | 3.5 |
| Dump | 92,989 | 4.5 |
| All Others | 80,372 | 3.8 |
| Total Special Types | 730,083 | 35.0 |
| **TOTAL COMPLETE TRAILERS** | 2,085,476 | 100.0 |
| Detachable Trailers[1] | 159,870 | |
| Detachable Chassis[2] | 188,969 | |
| Dollies and Converter Gear[3] | 43,335 | |

1. Mostly container units. 2. Mostly for use with containers. 3. Separate axle and fifth wheel assembly for converting semi-trailer into full trailer in twin trailer doubles operations.

Source: Industry Div., Bureau of the Census, Dept. of Commerce. Compiled by CCJ Marketing Dept.

## NEW TRAILER SHIPMENTS BY TYPE

| Type of Trailer | 1983 | 1982 | 1981 | 1980 | 1979 | 1978 |
|---|---|---|---|---|---|---|
| VANS | | | | | | |
| Dry Freight/Closed Top | 58,954 | 41,461 | 49,153 | 57,930 | 103,447 | 97,190 |
| Dry Freight/Open Top | 3,215 | 2,757 | 3,444 | 5,445 | 6,354 | 4,279 |
| Insulated/Semi Insulated | 19,961 | 17,066 | 15,828 | 16,574 | 21,215 | 19,565 |
| Drop Frame | 3,193 | 2,837 | 2,806 | 5,286 | 6,508 | 6,060 |
| Livestock | 1,121 | 771 | 690 | 1,013 | 960 | 1,472 |
| Total Vans | 86,444 | 64,892 | 71,921 | 86,248 | 138,484 | 128,566 |
| SPECIAL TYPES | | | | | | |
| Tanks/Liquid | 3,859 | 5,292 | 7,281 | 8,407 | 8,586 | 7,330 |
| Dry Bulk | 1,002 | 1,297 | 1,962 | 1,718 | 3,671 | 3,363 |
| Pole and Logging | 3,433 | 1,025 | 1,134 | 1,175 | 1,543 | 1,220 |
| Platform | 15,476 | 13,202 | 22,054 | 18,924 | 33,822 | 31,678 |
| Low-Bed | 3,967 | 3,379 | 9,137 | 7,803 | 6,699 | 5,696 |
| Dump | 4,466 | 4,707 | 6,548 | 6,586 | 10,819 | 9,788 |
| All Others | 3,064 | 2,396 | 2,418 | 5,841 | 5,898 | 7,335 |
| Total Special Types | 35,267 | 31,298 | 50,534 | 50,454 | 71,038 | 66,410 |
| TOTAL COMPLETE TRAILERS | 121,711 | 96,190 | 122,455 | 136,702 | 209,522 | 194,976 |
| Detachable Trailers[1] | 2,215 | 3,988 | 7,239 | 11,849 | 9,154 | 6,468 |
| Detachable Chassis[2] | 4,531 | 2,918 | 8,615 | 14,202 | 14,700 | 29,775 |
| Dollies and Converter Gear[3] | 3,072 | 1,375 | 2,816 | 1,849 | 8,000 | 5,778 |

1. Mostly container units. 2. Mostly for use with containers. 3. Separate axle and fifth wheel assembly for converting semi-trailer into full trailer in twin trailer doubles operations.

Source: Industry Div., Bureau of the Census, Department of Commerce. Compiled by CCJ Marketing Department.

# INDUSTRY TRENDS & STATISTICS

## DIESEL ENGINES USED IN TRUCKS

(Factory sales from U.S. plants including exports)

| Make of Truck | | Cat | Cummins | Detroit Diesel | IHC | Mack | All Other | Total |
|---|---|---|---|---|---|---|---|---|
| Chevrolet | 1983 | 1,001 | — | 49,461 | — | — | — | 50,462 |
| | 1982 | 1,068 | — | 20,543 | — | — | 59,746 | 81,357 |
| Chrysler | 1983 | — | — | — | — | — | — | — |
| | 1982 | — | — | — | — | — | 49 | 49 |
| Ford | 1983 | 10,361 | 5,158 | 7,482 | 43,472 | — | 5,048 | 71,521 |
| | 1982 | 10,073 | 5,020 | 7,586 | — | — | — | 22,679 |
| Freightliner | 1983 | 1,852 | 8,445 | 702 | — | — | — | 10,999 |
| | 1982 | 1,385 | 5,129 | 472 | — | — | — | 6,986 |
| GMC | 1983 | 2,579 | 4,262 | 29,720 | — | — | — | 36,561 |
| | 1982 | 2,846 | 3,518 | 14,121 | — | — | 29,052 | 49,537 |
| IHC | 1983 | 28 | 16,169 | 1,328 | 19,364 | — | — | 36,889 |
| | 1982 | 1,323 | 14,993 | 2,205 | 14,312 | — | 3 | 32,836 |
| Jeep Corp. | 1983 | — | — | — | — | — | 574 | 574 |
| | 1982 | — | — | — | — | — | 3,264 | 3,264 |
| Kenworth | 1983 | 2,202 | 6,106 | 240 | — | — | — | 8,548 |
| | 1982 | 1,842 | 4,690 | 574 | — | — | — | 7,106 |
| Mack | 1983 | 432 | 490 | 65 | — | 12,231 | 127 | 13,345 |
| | 1982 | 670 | 837 | 214 | — | 13,733 | 86 | 15,540 |
| Mercedes-Benz | 1983 | — | — | — | — | — | 3,139 | 3,139 |
| | 1982 | — | — | — | — | — | 2,036 | 2,036 |
| Peterbilt | 1983 | 3,141 | 5,181 | 181 | — | — | — | 8,503 |
| | 1982 | 1,983 | 3,300 | 294 | — | — | — | 5,577 |
| Volkswagen | 1983 | — | — | — | — | — | 1,218 | 1,218 |
| | 1982 | — | — | — | — | — | 5,020 | 5,020 |
| White | 1983 | 735 | 3,329 | 645 | — | — | 412 | 5,121 |
| | 1982 | 541 | 2,187 | 1,191 | — | — | 44 | 3,963 |
| Others | 1983 | 82 | 166 | 153 | — | — | — | 401 |
| | 1982 | 79 | 239 | 333 | — | — | — | 651 |
| Total | 1983 | 22,413 | 49,306 | 89,977 | 62,836 | 12,231 | 10,518 | 247,281 |
| | 1982 | 21,810 | 39,913 | 47,533 | 14,312 | 13,733 | 99,300 | 236,601 |

Source: Motor Vehicle Manufacturers Assn. Reporting firms do not represent entire industry.
"All other" includes Chevrolet, Isuzu, Mercedes, Nissan, Olds, Scania Vabis and Volkswagen.

## DOMESTIC TRUCK FACTORY SALES BY GVW

| | 1983 | 1982 | 1981 | 1980 | 1979 | 1978 |
|---|---|---|---|---|---|---|
| Class 1 (6,000 lbs and less) | | | | | | |
| Total Sales | 1,296,644 | 869,897 | 583,341 | 547,426 | 961,345 | 1,246,650 |
| Diesel Sales | 25,565 | 44,586 | 47,789 | 68,868 | 31,894 | 34,751 |
| % Diesel | 2.0 | 5.1 | 8.2 | 12.6 | 3.3 | 2.8 |
| Class 2 (6,001-10,000 lbs) | | | | | | |
| Total Sales | 787,611 | 744,350 | 716,556 | 679,532 | 1,413,229 | 1,779,565 |
| Diesel Sales | 89,161 | 72,868 | 20,393 | 4,397 | 653 | 840 |
| % Diesel | 11.3 | 9.8 | 2.8 | .6 | .05 | .05 |
| Class 3-4 (10,001-16,000 lbs) | | | | | | |
| Total Sales | 3 | 10 | 263 | 4,827 | 19,727 | 39,432 |
| Diesel Sales | — | — | — | — | — | — |
| % Diesel | — | — | — | — | — | — |
| Class 5 (16,001-19,500 lbs) | | | | | | |
| Total Sales | 1,143 | 1,333 | 1,843 | 1,761 | 3,140 | 3,736 |
| Diesel Sales | — | — | — | — | — | — |
| % Diesel | — | — | — | — | — | — |
| Class 6 (19,501-26,000 lbs) | | | | | | |
| Total Sales | 24,310 | 22,533 | 50,762 | 50,124 | 109,521 | 122,437 |
| Diesel Sales | 9,703 | 8,559 | 19,336 | 12,337 | 14,404 | 12,229 |
| % Diesel | 39.9 | 38.0 | 38.1 | 24.6 | 13.2 | 10.0 |
| Class 7 (26,001-33,000 lbs) | | | | | | |
| Total Sales | 48,896 | 48,568 | 41,503 | 48,728 | 40,235 | 36,871 |
| Diesel Sales | 29,468 | 26,282 | 27,651 | 30,958 | 23,121 | 22,597 |
| % Diesel | 60.3 | 54.1 | 66.6 | 63.5 | 57.5 | 61.3 |
| Class 8 (33,001 lbs & Over) | | | | | | |
| Total Sales | 78,575 | 68,040 | 94,958 | 99,711 | 164,095 | 155,579 |
| Diesel Sales | 78,008 | 67,453 | 93,769 | 98,002 | 157,762 | 149,498 |
| % Diesel | 99.3 | 99.1 | 98.7 | 98.3 | 96.1 | 96.1 |

## TRUCK FACTORY SALES AND TRUCKS WITH DIESELS

| GVW Class No. | Sales/ w/Diesel | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Under 6000 lbs. | Sales—1983 | 533,292 | 125,507 | 95,018 | 474,454 | — | — | 68,103 | — | — | — | — | 2,272 | — | — | 1,298,644 |
| | w/Diesel—1983 | 13,857 | 6,116 | — | 4,585 | — | — | — | — | — | — | — | 1,207 | — | — | 25,565 |
| | Sales—1982 | 407,221 | 100,818 | 88,430 | 230,839 | — | — | 37,503 | — | — | — | — | 7,286 | — | — | 869,897 |
| | w/Diesel—1982 | 27,021 | 12,678 | — | — | — | — | — | — | — | — | — | 4,887 | — | — | 44,586 |
| 6,001 to 10,000 lbs. | Sales—1983 | 285,722 | 78,844 | 35,078 | 364,924 | — | — | 25,038 | — | — | — | — | — | — | 4 | 787,611 |
| | w/Diesel—1983 | 32,590 | 14,862 | — | 41,709 | — | — | — | — | — | — | — | — | — | — | 89,161 |
| | Sales—1982 | 222,835 | 63,700 | 22,605 | 405,761 | — | 4 | 29,442 | — | — | — | — | — | — | 3 | 744,350 |
| | w/Diesel—1982 | 49,931 | 22,936 | — | — | — | 1 | — | — | — | — | — | — | — | — | 72,868 |
| 10,001 to 14,000 lbs. | Sales—1983 | — | — | — | — | — | — | — | — | — | — | — | — | — | 1 | 1 |
| | w/Diesel—1983 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — |
| | Sales—1982 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — |
| | w/Diesel—1982 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — |
| 14,001 to 16,000 lbs. | Sales—1983 | — | — | — | — | — | — | — | — | — | — | — | — | — | 2 | 2 |
| | w/Diesel—1983 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — |
| | Sales—1982 | — | — | — | — | — | — | — | — | — | — | — | — | — | 10 | 10 |
| | w/Diesel—1982 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — |
| 16,001 to 19,500 lbs. | Sales—1983 | 246 | 881 | — | — | — | — | — | — | — | — | — | — | — | 16 | 1,143 |
| | w/Diesel—1983 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — |
| | Sales—1982 | 319 | 1,000 | — | — | — | — | — | — | — | — | — | — | — | 14 | 1,333 |
| | w/Diesel—1982 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — |
| 19,501 to 26,000 lbs. | Sales—1983 | 2,869 | 3,248 | — | 7,004 | — | 9,221 | — | — | — | 1,970 | — | — | — | — | 24,310 |
| | w/Diesel—1983 | 305 | 535 | — | 1,182 | — | 5,391 | — | — | — | 1,970 | — | — | — | — | 9,703 |
| | Sales—1982 | 3,245 | 2,881 | — | 6,582 | — | 8,470 | — | — | — | 1,375 | — | — | — | — | 22,533 |
| | w/Diesel—1982 | 418 | 886 | — | 1,032 | — | 4,848 | — | — | — | 1,375 | — | — | — | — | 8,559 |
| 26,001 to 33,000 lbs. | Sales—1983 | 7,349 | 10,821 | — | 20,190 | — | 9,679 | — | — | — | 1,057 | — | — | — | — | 48,896 |
| | w/Diesel—1983 | 2,247 | 4,866 | — | 11,718 | — | 9,580 | — | — | — | 1,057 | — | — | — | — | 29,468 |
| | Sales—1982 | 6,692 | 12,504 | — | 19,961 | — | 8,749 | — | — | — | 661 | — | — | — | 1 | 48,568 |
| | w/Diesel—1982 | 2,150 | 4,334 | — | 11,010 | — | 8,126 | — | — | — | 661 | — | — | — | 1 | 26,282 |
| 33,001 lbs and over | Sales—1983 | 488 | 7,701 | — | 7,931 | 10,950 | 17,874 | — | 8,135 | 11,777 | — | 8,327 | — | 5,054 | 338 | 78,575 |
| | w/Diesel—1983 | 247 | 7,543 | — | 7,803 | 10,950 | 17,834 | — | 8,135 | 11,777 | — | 8,327 | — | 5,054 | 338 | 78,008 |
| | Sales—1982 | 590 | 6,988 | — | 8,353 | 6,966 | 16,301 | — | 6,337 | 12,765 | — | 5,406 | — | 3,776 | 538 | 66,040 |
| | w/Diesel—1982 | 341 | 6,954 | — | 8,156 | 6,966 | 16,294 | — | 6,337 | 12,765 | — | 5,406 | — | 3,776 | 538 | 67,453 |
| Total | Sales—1983 | 829,966 | 224,800 | 130,094 | 874,503 | 10,950 | 36,774 | 91,142 | 8,135 | 11,777 | 3,027 | 8,327 | 2,272 | 5,054 | 361 | 2,237,182 |
| Total | w/Diesel—1983 | 49,046 | 34,242 | — | 66,997 | 10,950 | 32,805 | — | 8,135 | 11,777 | 3,027 | 8,327 | 1,207 | 5,054 | 338 | 231,905 |
| Total | Sales—1982 | 640,902 | 187,891 | 109,035 | 671,476 | 6,966 | 33,524 | 66,945 | 6,337 | 12,765 | 2,036 | 5,406 | 7,286 | 3,776 | 566 | 1,754,731 |
| Total | w/Diesel—1982 | 79,861 | 47,588 | — | 20,198 | 6,966 | 29,269 | — | 6,337 | 12,765 | 2,036 | 5,406 | 4,887 | 3,776 | 539 | 219,748 |

Source: Motor Vehicle Manufacturers Assn. Reporting firms do not represent entire industry, and data is factory sales from U.S. plants only. Volvo White figures include Autocar. Others include Crane Carrier, Duplex, Hendrickson, Oshkosh, Walter, Osterlund, Flxible and Western Star.

In 1983 total truck factory sales were up 28%, or 482,451 units, from 1982 levels. However, Class 1 and Class 2 vehicles (less than 10,000-lb GVW) comprised 97.4% of the increase. Heavy-duty, Class 8 truck sales were up 10,535 units from 1982 levels, comprising 2% of the total increase in truck factory sales. Sales in the remaining vehicle classes were virtually unchanged in 1983 compared to 1982.

Dieselization rates for the different vehicle classes are indicated on other charts located in this section.

Forecasts for 1984 truck factory sales are predictably optimistic. Forecasters of 1983 factory sales were way off the mark, but, for what it's worth, CCJ has received a number of predictions relating to 1984 sales of Class 8 vehicles. The most optimistic peak we are aware of is 140,000 units.

# WHERE ARE THEY NOW?

# THE DRIVE TO SURVIVE

By **LEO ABRUZZESE,**
*Washington Editor*

**Pinned to the wall by deregulation and recession, officials at seven of the trucking industry's better known fleets talk about their efforts to survive.**

The rosy-cheeked recovery of the nation's economic health has not uniformly blessed the beleaguered for-hire trucking industry. To be sure, revenues and tonnage have increased for many carriers after three years of depressed earnings. But the recovery has bypassed some one-time industry giants. In just the first six months of this year, for example, Pacific Motor Trucking has eliminated its LTL operation; Interstate and IML have folded; struggling Lee Way was being peddled by its parent, PepsiCo (at press time, Commercial Lovelace of Columbus, Ohio, was the buyer); and Mason and Dixon Lines continued immobilized in a bankruptcy and a Teamster's strike.

Nearly 350 trucking companies, including some of the nation's largest, have closed since 1980, according to figures from American Trucking Associations. For those that have remained, the solution for survival has been simple, if elusive: tightly control labor costs, improve productivity and increase traffic lane density. One less obvious approach that helped some is an Employee Stock Ownership Plan, as Transcon Lines and Commercial Lovelace can attest. (See accompanying profiles).

"In a unionized LTL operation, total labor expense can account for 65% of costs," said William Legg, an industry analyst with Alex Brown and Co., Baltimore, Md. "One way to improve profitability is for employees to take wage cuts. Since the Teamsters exact a reasonably high wage, a 10% to 20% cut still leaves them well paid. Actually, it's a pretty easy sell to the employees."

Norman Weintraub, the Teamsters' chief economist and an architect of the industry's seven employee stock plans adds: "Originally, our leadership had to be sold on ESOPs... But I think the union is obligated to let the company try it. We tell employees not to look at it as an investment, but as a way of saving their jobs. They really don't have much to lose. We think in many cases it is a good gamble."

Legg and Weintraub agree ESOPs are not panaceas. "If you need a bundle [of cash] in a hurry, it won't help," said the Teamster economist. Legg added: "It really just slows the loss... But if a carrier has stabilized itself [financially], it can bring an operating ratio of 103 down to maybe 98."

Three of the fleets profiled by CCJ have tried ESOPs. Others have experimented with downsizing, truckload specialization, acquisitions and unilateral contract changes to stem the tide of red ink. Here is where some one-time industry giants now stand.

Continued

# THE DRIVE TO SURVIVE

## CL MOTOR FREIGHT

In the early 1980s, Commercial Lovelace Motor Freight was losing $1 million a month, and the outlook was bleak. "Losses started in 1979, even before discounting began," said company president Gerald McIntyre, who joined CL Motor Freight in February 1982. Although the carrier had record revenues of $90 million in '79, "this was not a very efficient truck line," McIntyre added.

Banner Industries, which owned CL, brought in new management in early 1982 and asked for an assessment of the company's chances. "We told them it could be saved," McIntyre said. After "cutting some dead wood," deficits were pared back and the fleet lost "only" $400,000 in April 1982. But as rate discounting worsened over the summer, the red ink continued to flow.

When losses continued into 1983, CL decided to be among the first carriers in the industry to try an Employee Stock Ownership Plan. "We sold it to our people in March," McIntyre said. "We told our employees ESOP would give us some breathing room. But we emphasized that only productivity [improvements] would make us viable."

In June 1983, the company had its first break-even month in years.

Ninety-two percent of the employees joined the ESOP, saving the company about $300,000 a month. In addition to stock, CL will give workers 20% of any pre-tax profits in cash bonuses. Although the employees owned part of the company, McIntyre told them: "We're going to push you very hard. We will not be condescending managers."

Commercial Lovelace still lost $2.6 million last year and posted a 104.7 operating ratio. But that was an improvement over the $7.6 million in losses and the 110.7 ratio in the prior year.

"We had a genuine fear that our shippers would view us as a victim of deregulation," McIntyre said. "So we went to them and pointed out that while our losses were significant, we had good cash flow." Productivity also was paying off. The number of accidents decreased, workmen's compensation claims dropped, fuel conservation improved and the carrier's claims ratio, once as high as 2.5% of revenues, declined to just .71%.

"We attributed a lot of the improvements to the ESOP," McIntyre said.

CL made another bold move in mid-May when they announced plans to purchase struggling Lee Way Motor Freight of Oklahoma City from its parent, PepsiCo, Inc. "The synergies that take effect in blending terminals in [our core area of] Ohio, Indiana and Illinois make this a good move for us," McIntyre said. "The key is lane density, which will improve. Both companies need greater market share, and that will also increase.

"Lee Way has had some tremendous losses, but we'll try to fix that very quickly," he added. "We're going to take them out of some markets they shouldn't be in. Some terminals will be closed, and there will be some job losses. But the Teamsters are very supportive of what we're doing, especially after what's happened at Interstate and Mason and Dixon."

CL admits bankruptcies among its mid-western competitors have brightened their prospects. "Over capacity has been a real problem in this industry," McIntyre said. "More freight will now be available" for those who survive, he noted. Some of CL's *Fortune* 500 customers agree and have strongly backed the acquisition, he said.

McIntyre added that Lee Way employees will be invited to join the ESOP.

## MASON AND DIXON

When Mason and Dixon Lines of Kingsport, Tenn., filed for bankruptcy on March 29, Kermit Addington, the vice president of operations and transportation, said confidently: "I feel we have a good relationship with our Teamsters. I don't expect them to strike us." Eleven days later, in the wake of a stalemate over contract revisions, the union shut down the company.

"As I've said before, if I had to make a living guessing what Teamsters will do in situations like this, I'd be out of business," Addington lamented.

Mason and Dixon began to feel the competitive pinch in 1980. "Discount rates and the losses that followed were a problem," Addington explained, reflecting on a $10 million loss in 1982 and a $2 million deficit last year. However, unlike other fleets that reduce LTL service to expand truckload operations, M&D took a different route.

Our market is in the LTL field as a

## TRANSCON

Few fleets have been more successful at reversing misfortune than Transcon Lines of El Segundo, Calif. From a deficit ridden 103.4 operating ratio in 1982, the revitalized carrier streaked to 96.7 in 1983, thanks in part to a stronger emphasis on LTL traffic and a well-received Employee Stock Ownership Plan

"I think we understood intellectually that LTL was the only market for a Teamster carrier like Transcon," said Jim Fox, the fleet's vice president of finance. "But there was no firm commitment to LTL carriage [in the late 1970s]... We paid lip service to it. We had become primarily a TL carrier. That's where we gave our best service." By 1980, low cost fleets and owner operators became alternatives for Transcon's customers. "We got trapped into TL," Fox said. "We lost tremendous business. We ended up playing catch up."

general commodities carrier," Addington said. "LTL can be profitable for us."

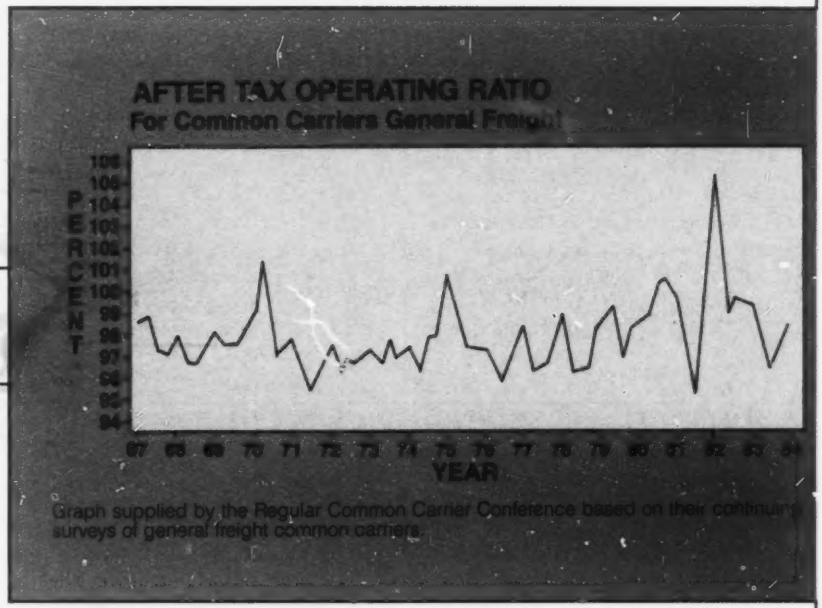
Addington insists the Chapter 11 filing was simply an attempt "to protect ourselves from certain financial considerations. We had no plans to shut down or close any terminals." In fact, Addington said on March 29 that Mason and Dixon actually planned to open 30 new terminals in the next six months as part of a plan to expand operations.

When the carrier filed for bankruptcy, company officials asked the Teamsters to appoint a negotiating committee to help formulate a new contract under Chapter 11. M&D also proposed 23 contract changes, "which were placed in effect that day," Addington said. The issue of unilateral contract revisions following a bankruptcy petition surfaced last February in the Supreme Court's Bildisco ruling (see CCJ June news). Teamster president Jackie Presser told a Senate Committee in April that Mason and Dixon was among a growing number of fleets "that have asked for concessions or signaled their intent to file for bankruptcy."

Mason and Dixon initially won a restraining order forcing the union back to work, but the Teamsters ignored it and later had it overturned. Addington insists M&D did not file for bankruptcy to take advantage of Bildisco, although he notes: "Under the Supreme Court ruling, a company can modify its contract... We'll certainly try to come out of this [Chapter 11] with more favorable wages and working conditions." He later said: "Our intention is to have a contractual agreement with the Teamsters that is favorable to both the union and the company."

Despite its troubles, Addington said the company has had strong support from its customers. "That encourages us," he said. "We've been around for 51 years. This is a family corporation. Our name...means something."

Although the company had been sold to Central Transport of Sterling Heights, Mich., last December, officials planned to operate M&D as a separate firm. The question is whether Mason and Dixon's long tradition can survive the double-barreled blast of bankruptcy and strike.



Graph supplied by the Regular Common Carrier Conference based on their continuing surveys of general freight common carriers.

The commitment to LTL didn't come until current president Joe Hall took over as senio. vice president for operations in 1979. But the fleet was still in bad financial shape, Fox said. "So we did the first thing any company does in that position. We put the screws on costs. We laid off a lot of people. In 1982, we dumped five vice presidents."

After "horrendous" losses that year, the firm's cash base improved in 1983. The fleet had its first profitable month in March and its first profitable year-to-date in June.

But the company still couldn't borrow from the banks and no one was interested in buying Transcon because of its tenuous financial condition.

"We realized we had to look into ourselves to make us go," Fox said. "So we looked to our employees." Eighty-eight percent of their Teamsters agreed to give up 12% of wages for five years under the ESOP, generating $80 million in savings for the company. Suddenly, said Fox, financing was available. Transcon will now spend $24 million on new equipment in 1984 and between $16 and $20 million next year. Ultimately, they'll invest as much in rolling stock as they saved through the ESOP.

Transcon is using some of the money to buy 28-ft trailers for doubles operations. "In the early 1980s, 40% of our trailers were 28 footers." Fox said. "By the end of 1984, that will be up to 80%."

In selling ESOP, Transcon made an appeal that was hard to refuse. "We told our employees they would still have a job if they didn't sign up," Fox explained. "But we said two or three years was the longest we could last. Our long-term future was dependent on them joining."

When the economy improved in late 1983, Transcon's combination of a balanced LTL service—"we have terminals in 95 of the top 100 industrial cities"—productive workers and better cash flow resulting from the ESOP produced record fourth quarter profits of $4.3 million.

# THE DRIVE TO SURVIVE

## T.I.M.E.-D.C.

Rumors of its demise are only slightly exaggerated. T.I.M.E.-D.C., once a titan among transcontinental carriers, now runs a modest TL operation and a tiny West Coast LTL division that battles monthly operating ratios approaching 136.

"We're still in business," said Frank Williamson, T.I.M.E.'s senior vice president. But with just $14 million in TL revenues and only four terminals for LTL traffic, the Dallas-based carrier is just a shadow of the $200 million fleet that plied the highways in 1974.

"As a result of deregulation," Williamson said, "mid-sized carriers in the $200-$400 million range got hit from two sides. [On the one hand,] highly unionized carriers hung with the National Master Freight Agreement and were hurt badly by non-union competition. From the other side, Roadway and Consolidated Freightways wiped out the competition anywhere they wanted to... Smaller mid-sized companies with their heavy debt structures couldn't compete."

T.I.M.E.-D.C.'s troubles began when they withdrew from the NMFA in early 1982 and began independent negotiations with the union. They offered a two-tiered wage scale, but the Teamsters rejected it and struck the carrier March 31. The company began selling off assets, retaining only its truckload owner operator division, which operated under a separate contract. Nine months later, the Teamsters agreed to return to work "unconditionally," i.e., without a contract. After T.I.M.E. extracted a favorable wage agreement and a no-strike guarantee from the union, they opened terminals in Seattle and Los Angeles and later in Portland and San Francisco. Along the way, T.I.M.E. won several disputes with the Teamsters before the National Labor Relations Board, where the union had filed charges of unfair labor practices. The no-strike guarantee has long since expired, but the company continues operating.

The owner operator truckload division functioned throughout the strike and now has a respectable 97.5 operating ratio.

However, they, too, lost freight during the job action. "A lot of our customers thought we went broke," Williamson said. The truckload division is smaller than it was before the strike, although 1983 revenues of $14 million were 50% larger than the previous year.

The fledgling LTL operation began from scratch in January 1983 and was generating about $150,000 a month by early 1984. This contrasts with T.I.M.E.'s better days when some of the company's 100 terminals used to produce $1 million in revenue per month.

Ironically, T.I.M.E. may have been the industry's first carrier to try an Employee Stock Ownership Plan, although they were obviously ahead of their time. "Our proposal would have given employees control of the company [more than 50% of the stock] which most ESOPs don't do," Williamson said.

Norman Weintraub, a Teamster economist, admitted an ESOP "would have been hard to sell at that time." But he added that T.I.M.E. was also selling off its terminals for a fraction of their value and was leasing their equipment. "What would we have had stock in?" Weintraub asked.

The union rejected the deal and struck the company, Wiliamson said, as a warning to other large carriers that defections from NMFA would not be tolerated.

## JONES MOTOR

Jones Motor had to make a decision. The Spring City, Pa. fleet had joined the growing ranks of large, LTL common carriers that were trapped between high labor costs and bare bones, non-union competition. "It became clear to me that any profits that might accrue to Jones were years away," said company president Donald Sheehy. "It would be a long time before we could capture enough traffic to restore the level of diversity we needed."

Jones was profitable in 1979, earning $954,000 on revenues of $147 million. "But with the rapidly escalating costs and declining rates, it appeared we would suffer for many years and drain the net worth of the company," Sheehy explained. In 1981, the company's operating ratio hemorrhaged to 108.8. When the Teamsters rejected a wage reduction/profit sharing plan which might have allowed the LTL operation to continue, Sheehy had to make a decision.

"Some companies have tried to continue to stay in business and bled to death," Sheehy said. "That's not smart business. We *were* profitable in our truckload, owner operator division. So we sold our terminals, trucks and other general commodities assets and expanded our TL operations."

Despite their earlier problems with the Teamsters, Jones' Lancer, Sabre and Food Products Express divisions were unionized, "but now we're competitive both pricewise and servicewise. That's been demonstrated by our growth." Jones generated nearly $35 million in 1982 revenues, $50 million a year later and expects to top $75 million in 1984. "Our growth rate has been over 60% a year, and we've set revenue records for each of the last five months," Sheehy said last April. Most importantly, the company is once again profitable.

"We haul steel, aluminum, paper products, soap, food, anything in truckload lots as long as we can provide good service and make a profit," he added.

Jones' commitment to the TL market was anything but half-hearted. "We invested a lot of money in computers, driver recruiters and aggressive, top management," Sheehy said. "We know how to serve the needs of

## INTERSTATE MOTOR FREIGHT

Interstate Motor Freight System gambled and lost. Already in Chapter 11 and reduced to a housekeeping operation, the Grand Rapids, Mich. carrier played its final card in mid-May, invoking the Supreme Court's Bildisco decision and then unilaterally cutting employee wages by 35%. The Teamsters, at times willing to accept 10% to 15% pay cuts to rescue struggling firms, couldn't stomach IMFS' action. They struck Interstate, and days later, the company closed its doors.

Once among the nation's 20 largest carriers, Interstate was facing an identity crisis when deregulation began hammering the industry in 1980. Low cost competition had drained profits from the 105-terminal, 37-state operation. When the auto industry slumped, the financial noose tightened.

"We were heavily into automotive parts," said company president Harvey Gainey, recalling recession induced operating ratios of 105 in 1980 and nearly 103 in 1981.

"We had to make a choice," he explained. "Either cut back and be identified as a regional carrier or expand and compete nationally." The company chose growth.

"We went up to 150 terminals and expanded to the West Coast," Gainey said. "But that didn't work well in connection with the recession. We found ourselves competing with Yellow, Ryder, P.I.E. and Roadway. We never did develop the traffic lane density we needed to provide service at an economically competitive cost."

Another choice had to be made—increase freight density or cut back operations. Although shrinking their service area to the northern and eastern states looked increasingly attractive, the company couldn't afford it. "It's expensive to reduce operations," Gainey said. "Some costs go on for a while. We never had an opportunity to cut back... We didn't have the cash." When the First National Bank of Boston demanded payment on a $6.2 million loan last April, the company had no choice but to file for Chapter 11, providing the long-awaited opportunity to reduce territory.

"Interstate can be a strong regional carrier," Gainey said before the strike. "We have the freight density in our core area...and we are providing two- and three-day service right *now*. That's as good as or better than anyone else."

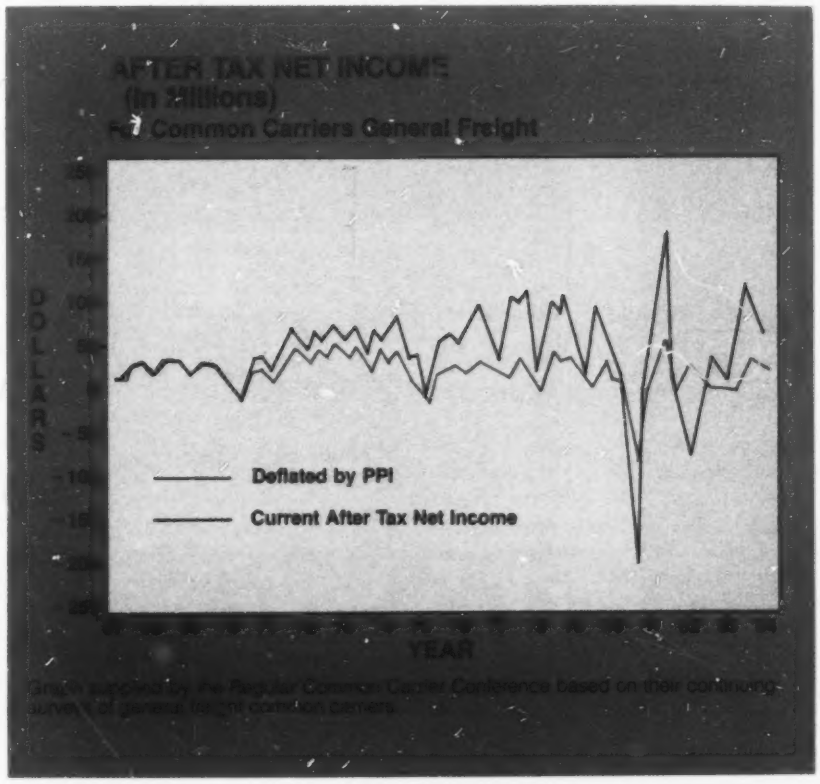
Interstate did what it could to survive. In November of 1983, the company persuaded their employees to adopt a stock ownership plan that would have saved the carrier $70 million in operating costs over five years. The money was to be put back into the fleet, Gainey said, most of it for new equipment. But, he explained, the ESOP "didn't help our density and traffic problems in the long-haul areas. We still were not providing competitive service."

When the company tried to further reduce labor costs through unilateral wage cuts in mid-May, the Teamsters took a stand, as they had before at IML and Mason And Dixon.

"We did this with our eyes wide open," said Gainey. "We knew what might happen."

our owner operators. We pay them fairly and treat them properly." Better service at a competitive price has repaved Jones' path back to profitability.

In an earlier interview in 1983, Sheehy said: "We can provide much better service using owner operators. We have single driver control from point of pick up to point of delivery. Most freight is delivered overnight, but a lot of it the same day in the short haul areas. We couldn't do these things in the general commodities division with labor restrictions and terminal configuration problems. And we couldn't do it as economically as we can now. We offer a higher quality of service at a better price. And we can make a profit."



# THE DRIVE TO SURVIVE

## EAZOR SPECIAL SERVICES

Tom Kenney, Jr. recalls the mood at Eazor Express as 1981 drew to a close. "There were two main reasons we were in trouble," he said, reflecting on a 107 operating ratio and more than $5 million in losses. "Deregulation and the rising cost of labor. But our problems were also a direct reflection on productivity. We couldn't get people to produce [at the levels we needed.] Like other carriers in our position, we didn't have a lot of money in the bank. And as the price war got to be ridiculous, carriers had to do something to hold on. We were one of the fortunate ones to bring it back."

The remnants of that troubled general freight, LTL company have resurfaced as Eazor Special Services Inc., a special commodities and truckload carrier. Tight management and careful attention to balanced operations have resulted in annual growth exceeding 30%. Executive vice president Tom Kenney, Sr. expects the firm to generate $35 million in 1984 revenues, up from just $19 million in 1982.

Even before Eazor shut down its general commodities operation in February 1982, it had been preparing its Titan special commodities division to take on additional freight. Like Jones Motor, Eazor sold off its 40 terminals and much of its equipment, opting for agents and independent drivers.

"We had to entice good owner operators, so we eliminated the front money some carriers ask for," said Kenney, Jr., who is director of personnel and labor. "We also paid their permits and gave discounts on insurance to get them." But expansion came too quickly, with drivers often caught on "one-haul deals," Kenney said.

"We realized that when you expand, you've got to do it systematically," he explained. "You need a balanced operation even when hauling just special commodities... So we decided to expand slowly and cautiously. We'd try a new facility. If it didn't work out, we'd reevaluate it."

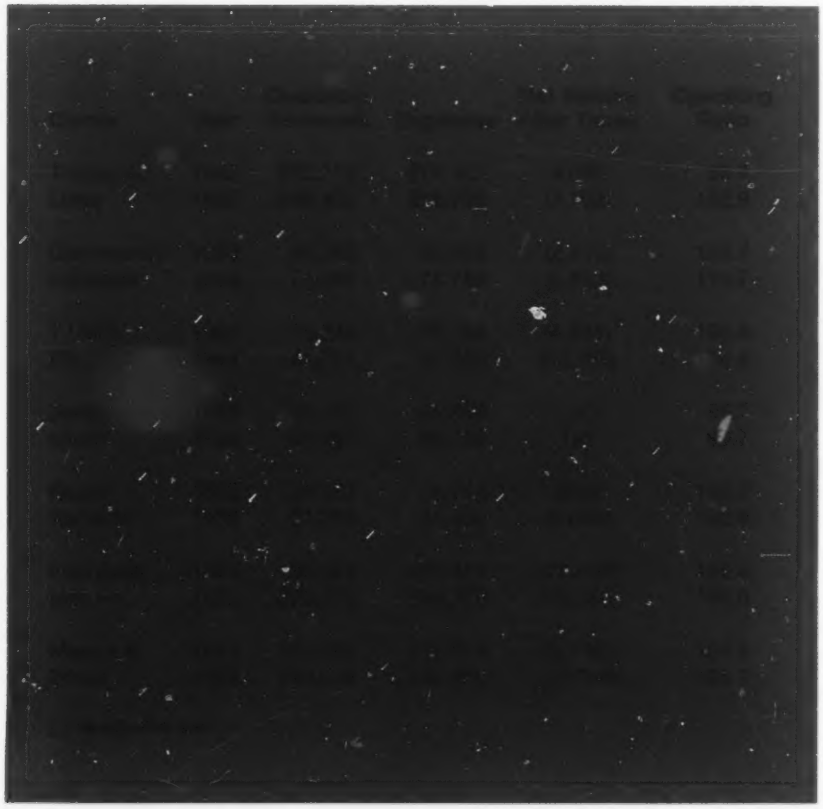
The Kenneys were confident of success. "We were honest with our people, and we got their support," said Tom, Jr. Although the Titan division had been small, "we could see the potential and my father knew how to run a special commodities operation." Eazor Special Services now has more than 400 drivers on its seniority list.

The company remains unionized although costs are much reduced from earlier days. Employee drivers on fixed hourly rates have been replaced by owner operators running on a percentage of revenue. "Our overhead is minute compared to what it once was," said the younger Kenney.

Eazor had purchased computers before the switchover, and innovations have continued. "We're computerizing more departments, like our backhaul system and a fuel purchase program," he added. "That has been a big help."

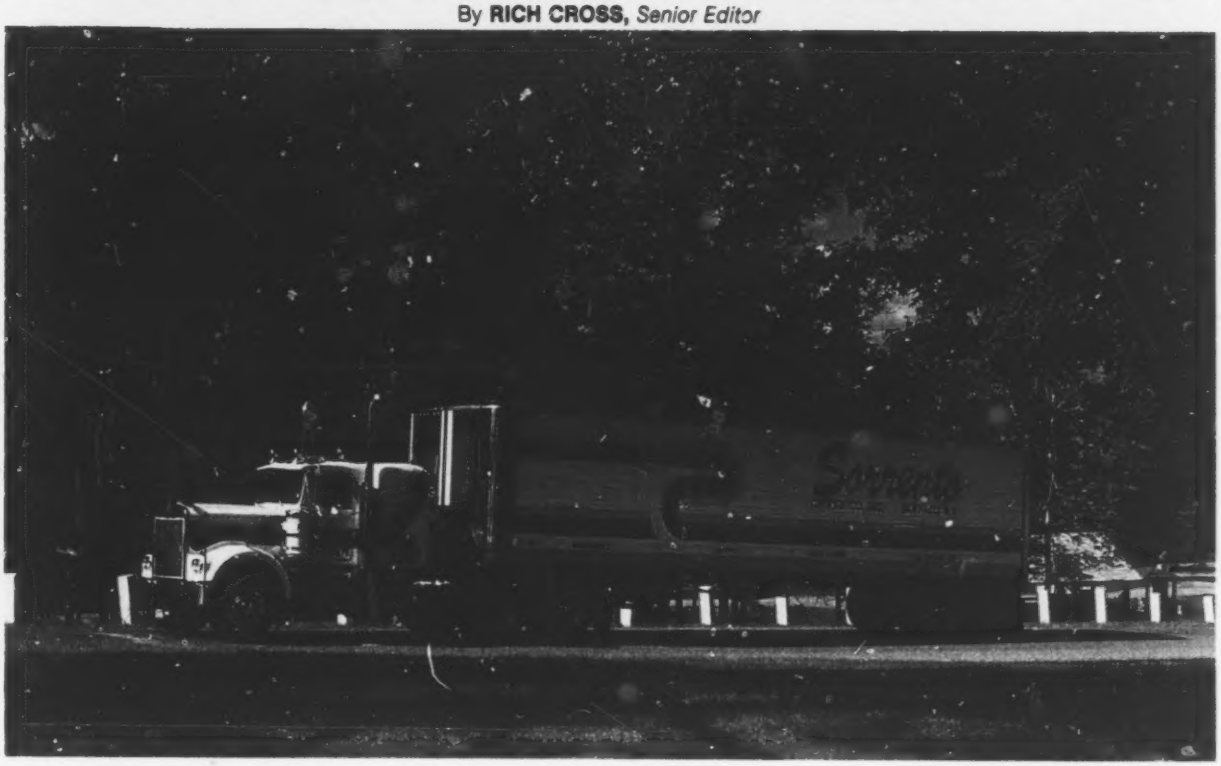
Despite their growth, Eazor Special Services technically entered Chapter 11 earlier this year "because of some obligations incurred by Eazor Express, which is now closed down," said the senior Kenney. However, the company did not file for bankruptcy at the time it changed services and has had a "strong" operation for a 18 months.

"We are a profitable company," said Kenney, Jr. "With our low overhead as a special commodities carrier, it's pretty hard not to be."



# PRIVATE FLEETS

By **RICH CROSS,** *Senior Editor*



On the basis of total vehicles in operation, private carriage dominates the trucking industry by a substantial margin. This section lists a representative sample of large private fleets, grouped by vocational category and based on data acquired within the last 60 days.

Private carriage has become as complex as it is big, making it difficult for fleet managers to compare their operating costs against those of other private fleets. Responding to management's need for more information, the Private Truck Council of America, Inc. (PTCA) contracted with A.T. Kearney, Inc. for an on-going, in-depth study of private trucking.

This section summarizes highlights of A.T. Kearney's recent findings, based on 1983 cost and operational data provided by 443 private fleets. For purposes of the study, a "tractor-trailer fleet" is one where 80% or more of the power units are tractors. The same guideline is used to define a "straight truck/van fleet," while a "mixed fleet" is one that doesn't fit either of these categories.

Analysis of information shows:

(1) Sixty-one percent expressed an interest in single-source leasing, which permits equipment and drivers to be obtained from the same supplier.

(2) Seventy percent plan to trip-lease equipment to for-hire carriers.

(3) Nineteen percent already have obtained for-hire authority under provisions of the "Toto" decision. An additional 22% have applied for such authority.

(4) Forty-five percent participate in compensated intercorporate hauling.

(5) Seventeen percent operate a wholly-owned transportation subsidiary.

(6) Fleets operating less than 30 tractors have an average operating cost per mile of $1.25, while larger carriers average $1.37 per mile. Relatively large fleets have "equipment cost advantages," A.T. Kearney says, but these advantages are offset by "higher driver and general and administrative expenses."

(7) Fleets operating less than 30 tractors average 99,300 miles-per-power-unit-per-year, compared to 91,400 miles for larger carriers.

(8) Fleets that lease equipment average $1.26 per mile operating cost due to "better utilization of equipment and drivers than company-owned fleets," which average $1.34 per mile. The majority of those leasing equipment are small carriers with less than 30 tractors.

To obtain a copy of the A.T. Kearney survey, contact PTCA at 2022 P St., N.W., Washington, D.C. 20036 or call 202-785-4900. The cost is $40 for PTCA members and $75 for non-members.

To obtain a detailed and customized analysis of the database, contact Pat Malloy, A.T. Kearney, Inc., 222 South Riverside Plaza, Chicago, Ill. 60606 or call 312-648-0111.

# PRIVATE FLEETS

## STATISTICAL ANALYSIS OF THE TRUCK INDUSTRY PRIVATE AND COMMON CARRIAGE

| FLEET SIZE | TOTAL FLEETS | TOTAL VEHICLES * | # OF STRAIGHT TRUCKS OPERATED | # OF TRACTORS OPERATED | # OF TRAILERS OPERATED | # OF BUSES OPERATED | # OF OFF-HIGHWAY VEHICLES OPERATED |
|---|---|---|---|---|---|---|---|
| 500 & over | 368 | 10,985,538 | 3,431,995 | 1,304,951 | 2,739,656 | 431,798 | 466,374 |
| 100—499 | 13,485 | 2,784,767 | 818,818 | 408,083 | 762,225 | 136,905 | 215,802 |
| 50—99 | 13,794 | 950,078 | 293,921 | 140,989 | 245,652 | 57,655 | 91,004 |
| 25—49 | 20,050 | 701,477 | 247,991 | 96,034 | 154,064 | 44,921 | 66,633 |
| 10—24 | 20,831 | 360,159 | 152,796 | 47,545 | 66,823 | 20,921 | 28,829 |
| TOTAL | 72,028 | 15,782,019 | 4,945,521 | 1,997,602 | 3,968,420 | 692,200 | 868,642 |
| DUTION OF BUSINESS | | | | | | | |
| Common/ Contract | 16,917 | 3,680,748 | 492,860 | 923,779 | 1,994,591 | 55,254 | 57,284 |
| Lease/ Rental | 4,311 | 3,186,906 | 860,095 | 398,511 | 672,913 | 6,561 | 78,812 |
| Food Industry | 8,665 | 1,004,856 | 382,166 | 159,886 | 268,435 | 8,036 | 48,542 |
| Local, State & Federal Government | 6,036 | 2,699,274 | 1,288,176 | 126,504 | 224,329 | 142,760 | 271,043 |
| Construction/ Mining | 10,485 | 711,661 | 275,604 | 54,047 | 101,722 | 2,682 | 186,131 |
| Manufacturing/ Processing | 6,383 | 950,338 | 260,294 | 95,833 | 180,745 | 4,105 | 62,524 |
| Petroleum | 2,920 | 321,444 | 121,998 | 41,623 | 62,103 | 805 | 16,986 |
| Public Utility | 3,202 | 1,310,956 | 728,044 | 16,254 | 84,175 | 3,657 | 72,512 |
| Retail/ Wholesale Delivery | 5,922 | 725,674 | 289,673 | 78,615 | 147,747 | 6,149 | 27,422 |
| Sanitation & Refuse | 408 | 45,225 | 35,394 | 2,082 | 2,701 | 57 | 2,430 |
| Schools | 3,362 | 340,271 | 53,842 | 2,583 | 4,172 | 236,351 | 10,101 |
| Buses | 1,535 | 231,287 | 7,348 | 1,126 | 992 | 205,362 | 1,260 |
| Other | 1,882 | 573,373 | 150,027 | 96,759 | 223,795 | 20,421 | 33,575 |
| TOTAL | 72,028 | 15,782,019 | 4,945,521 | 1,997,602 | 3,968,420 | 692,200 | 868,642 |

* Includes passenger cars
Source: CCJ Census of the Motor Fleet Market, January, 1984

## OPERATING STATISTICS (PTCA - A.T. KEARNEY)

| Description | Straight Truck/Van 1982 | Straight Truck/Van 1983 | Mixed Fleet 1982 | Mixed Fleet 1983 |
|---|---|---|---|---|
| Miles Driven | 145,200,000 | 138,104,000 | 39,900,000 | 149,122,000 |
| Average Miles/Trip | 251 | 232 | 735 | 546 |
| Number Of Drivers | 10,668 | 3,466 | 941 | 3,851 |
| Miles Per Driver | 35,300 | 32,000 | 56,300 | 57,900 |
| Number Of Tractors | 843 | 261 | 539 | 1,758 |
| Number Of Straight Trucks/Vans | 10,021 | 4,955 | 499 | 1,357 |
| Percent Total Empty Tractor Miles | 36 | 35 | 22 | 29 |
| Trailer To Tractor Ratio | 2.1 | 2.0 | 2.1 | 2.4 |
| Average Miles Per Tractor | 50,800 | 58,600 | 77,400 | 74,200 |
| Average Miles Per Straight Truck | 26,500 | 32,000 | 24,600 | 23,200 |
| Average Miles Per Van | 12,400 | 26,100 | 11,900 | 15,700 |

Because of small sample size and fleet definition, care should be used when referencing these statistics.

## OPERATING STATISTICS (PTCA—A. T. KEARNEY)

| Description | Tractor/Trailer 1982 | Tractor/Trailer 1983 |
|---|---|---|
| Miles Driven | 822,600,000 | 1,263,600,000 |
| Average Miles Per Trip | 949 | 888 |
| Number Of Drivers | 12,506 | 20,559 |
| Miles Per Driver | 75,100 | 76,400 |
| Number Of Tractors | 8,969 | 14,753 |
| Number Of Straight Trucks/Vans | 173 | 242 |
| Percent Total Empty Tractor Miles | 24 | 21 |
| Trailer To Tractor Ratio | 2.4 | 2.4 |
| Average Miles Per Tractor | 91,100 | 97,000 |
| Average Tractor Age | 3 | 3 |
| Average Tractor M.P.G. | 5.3 | 5.4 |
| Power Units/Mechanic Ratio* | 5.2 | 5.4 |
| Union/Non-union Fleets | 117/121 | 164/195 |
| Leased/Owned Equipment | 127/91 | 217/119 |

*For companies that perform 90% or more of their own maintenance

# PRIVATE FLEETS

| GENERAL INDUSTRY | Headquarters | Straight Trucks | Tractors | Trailers | Cars | Off Highway | Total Vehicles | Annual Mileage (millions) | % Leased |
|---|---|---|---|---|---|---|---|---|---|
| Honeywell, Inc. | Minneapolis, MN | 2320 | 0 | 0 | 6444 | 0 | 8764 | 150 | 0 |
| Westinghouse Electric Corp | Pittsburgh, PA | 2580 | 585 | 835 | 4300 | 10 | 8290 | 157 | |
| Goodyear Tire & Rubber | Akron, OH | 4000 | 100 | 100 | 2500 | 50 | 6750 | NA | 0 |
| Wickes Companies, Inc. | Santa Monica, CA | 803 | 514 | 1337 | 1415(a) | 924(b) | 4993 | 103 | 75 |
| N L Industries, Inc. | Houston, TX | 2091 | 234 | 541 | 1765 | 18 | 4649 | 98 | 10 |
| Johnson Controls | Milwaukee, WI | 2261 | 264 | 571 | 1261 | NA | 4377 | NA | NA |
| Montgomery Ward & Co. | Chicago, IL | 2258 | 265 | 1400 | 300 | 0 | 4223 | 88 | 100 |
| Air Products & Chemicals | Allentown, PA | 340 | 600 | 1370 | 525 | 170 | 3005 | 54 | 0 |
| Crown Zellerbach Corp. | San Francisco, CA | 566 | 480 | 1046 | 1521 | 0 | 2567 | 60 | 10 |
| National Linen Service | Atlanta, GA | 2125 | 11 | 11 | 317 | 0 | 2464 | 33 | 0 |
| Brown & Root, Inc. | Houston, TX | 1300 | 50 | 100 | 1000 | 0 | 2450 | NA | 0 |
| Ingersoll-Rand Co. Ltd. | Woodcliff Lake, NJ | 25 | 50 | 150 | 2222 | NA | 2447 | NA | 100 |
| Reliance Electric | Worthington, OH | 110 | 25 | 50 | 2200(c) | 0 | 2385 | NA | 95 |
| Wometco Enterprises | Miami, FL | 700 | 120 | 215 | 980 | 0 | 2015 | 16 | 0 |
| Potlach Corp. | San Francisco, CA | 581 | 192 | 189 | 96 | 995 | 2013 | NA | NA |
| Farmland Industries, Inc. | Kansas City, MO | 16 | 310 | 750 | 600 | 122 | 1798 | 43 | NA |
| Union Carbide Corporation | Springfield, NJ | 434 | 410 | 1220 | 250 | 0 | 1727 | 28 | 28 |
| American Linen Supply Co. | Minneapolis, MN | 1340 | 15 | 20 | 246 | 5 | 1626 | 23 | 0 |
| Greif Bros. Corp. | Delaware,OH | 40 | 300 | 1150 | 125 | 0 | 1615 | NA | 0 |
| American Greetings | Cleveland, OH | 5 | 25 | 60 | 1450 | 0 | 1540 | 24 | NA |
| Hewlett Packard S. Reg. | Atlanta, GA | 0 | 0 | 0 | 1400 | 0 | 1400 | 27 | 0 |
| Environmental Industries | Calabasas, CA | 596 | 23 | 353 | 92 | 325 | 1389 | NA | 0 |
| American Hoechst Corp. | Somerville, NJ | 20 | 25 | 60 | 1300 | 0 | 1380 | 38 | 98 |
| PYA/Monarch, Inc. | Greenville, SC | 380 | 310 | 354 | 263 | NA | 1307 | 54 | 19 |
| Beckman Instruments | Fullerton, CA | 20 | 2 | 5 | 1274 | NA | 1301 | NA | 100 |
| Texas Instruments | Dallas, TX | 450 | 145 | 145 | 350 | 175 | 1265 | NA | 15 |
| Cotter & Company | Chicago, IL | 2 | 300 | 650 | 225 | 0 | 1177 | 30 | 20 |
| Floyd S. Pike Electrical Contractor | Mount Airy, NC | 643 | 6 | 325 | 30 | 173 | 1177 | NA | 0 |
| TG&Y Stores Co. | Oklahoma City, OK | 1 | 246 | 693 | 215 | 19 | 1174 | 39 | 93 |
| Edward Kraemer & Sons | Plain, WI | 268 | 23 | 177 | 37 | 662 | 1167 | NA | 5 |
| Liquid Air Ind. Gases Div. | San Francisco, CA | 20 | 185 | 661 | 275 | 0 | 1141 | 20 | 8 |
| West Point Pepperell | West Point, GA | 1 | 176 | 474 | 480 | 0 | 1131 | 27 | NA |
| Caterpillar Tractor Co. | Peoria, IL | 310 | 100 | 349 | 351 | 0 | 1110 | NA | 14 |
| Continental Group | Oak Brook, IL | 0 | 168 | 585 | 300 | 0 | 1053 | 16 | 100 |
| Hubbard Construction | Orlando, FL | 45 | 12 | 40 | 42 | 900 | 1039 | NA | 0 |
| Hillenbrand Industries | Batesville, IN | 242 | 232 | 458 | 78 | 7 | 1017 | 16 | 0 |
| Sully-Miller Contracting Co. | Long Beach, CA | 484 | 97 | 253 | 100 | 34 | 968 | NA | 10 |
| Brad Ragan, Inc. | Spruce Pine, NC | 721 | 25 | 100 | 117 | NA | 963 | NA | 0 |
| Grossmans Div. Evans Products | Braintree, MA | 80 | 15 | 150 | 160 | 350 | 955 | 19 | 0 |
| Northrop Aircraft Div. | Hawthorne, CA | 182(d) | 17 | 61 | 93 | 432 | 915(e) | 3 | 5 |
| Union Camp Corporation | Wayne, NJ | 0 | 152 | 318 | 435 | NA | 905 | NA | 60 |
| Sears, Roebuck & Co., Dallas Region | Dallas, TX | 53 | 251 | 592 | 2 | 0 | 896 | 13 | 0 |
| Western Auto Supply | Kansas City, MO | 0 | 248 | 468 | 176 | 0 | 892 | 16 | 10 |
| Cianbro Corporation | Pittsfield, ME | 208 | 30 | 160 | 225 | 255 | 878 | 14 | 0 |
| Rite Aid Corp. | Harisburg, PA | 68 | 110 | 244 | 450 | 2 | 874 | NA | 0 |
| Fisher Scientific | Pittsburgh, PA | 28 | 8 | 32 | 805 | 0 | 873 | NA | 99 |
| Johnson Controls Battery Div. | Glendale, WI | 0 | 270 | 580 | 0 | 0 | 850 | 8 | NA |
| Riedel International | Portland, OR | 478 | 0 | 115 | 59 | 169 | 821 | NA | 0 |
| Scotty's Inc. | Winter Haven, FL | 300 | 40 | 150 | 30 | 300(b) | 820 | NA | NA |
| MSS Agricultural Chemicals | Atlanta, GA | 522 | 58 | 210 | 177 | 20 | 810 | NA | 20 |
| Parker Hannifin Corp. | Cleveland, OH | 90 | 35 | 47 | 620 | 0 | 792 | 23 | 85 |
| Trinity Industries | Dallas, TX | 96 | 184 | 400 | 75 | 0 | 755 | 14 | 0 |
| Growmark, Inc. | Bloomington, IL | 6 | 150 | 566 | 0 | 0 | 722 | 11 | 5 |
| Aluminum Co. of America | Pittsburgh, PA | 0 | 81 | 626 | 0 | 0 | 707 | 7 | 12 |
| C.W. Wright Construction | Richmond, VA | 600 | 45 | 200 | 30 | 75 | 675 | 2 | 0 |
| Riedel International | Portland, OR | 413 | 7 | 185 | 59 | 0 | 664 | NA | 10 |
| James Julian, Inc. | Wilmington, DE | 118 | 21 | 89 | 16 | 410 | 654 | NA | 0 |
| Linder Industrial Machinery Co. | Lakeland, FL | 50 | 3 | 3 | 100 | 500 | 650 | 2 | 0 |

* Does not include cars. (a) Includes 604 light trucks. (b) Includes lift trucks. (c) Includes light trucks. (d) Includes some miscellaneous equipment (e) Includes 130 miscellaneous vehicles.
NA—Not Available.

## SINGLE SOURCE/TRIP LEASING AND TRANSPORTATION SUBSIDIARY (PTCA—A. T. KEARNEY)

| Trucking Operation | NUMBER OF RESPONDENTS: Would Consider Single Source Leasing — Number 1982 | Number 1983 | % Total 1982 | % Total 1983 | Would Consider Trip Leasing — Number 1982 | Number 1983 | % Total 1982 | % Total 1983 |
|---|---|---|---|---|---|---|---|---|
| Tractor-Trailer | 136 | 142 | 58% | 61% | 160 | 183 | 68% | 69% |
| Mixed Fleet | 16 | 16 | 44% | 47% | 18 | 16 | 49% | 37% |
| Straight Truck/Van | 3 | 4 | 15% | 22% | 2 | 1 | 10% | 5% |
| **TRANSPORTATION SUBSIDIARY** | **Presently Have** | | | | **Plan To** | | | |
| | Number 1982 | Number 1983 | % Total 1982 | % Total 1983 | Number 1982 | Number 1983 | % Total 1982 | % Total 1983 |
| Tractor-Trailer | 31 | 61 | 13% | 17% | 22 | 17 | 11% | 9% |
| Mixed Fleet | 3 | 3 | 8% | 5% | 5 | 2 | 15% | 5% |
| Straight Truck/Van | 1 | 1 | 5% | 4% | 1 | 1 | 5% | 4% |

## PRIVATE FLEET OPERATING COSTS (PTCA—A. T. KEARNEY)

| Cost Category | Tractor-Trailer Cost Per Mile 1982 | 1983 |
|---|---|---|
| General And Administrative | $0.08 | $0.08 |
| Drivers | $0.52 | $0.55 |
| Equipment | $0.68 | $0.66 |
| Total* | $1.26 | $1.29 |
| Sample Size | 239 | 347 |
| 95% Confidence Interval** | $1.22 to $1.30 | $1.25 to $1.33 |

* Numbers may not add; they represent average costs for those companies that provided information for the category shown.

** With 95% confidence, the average will fall within the range shown.

| Cost Category | COST PER MILE* Straight Truck/Van 1982 | Straight Truck/Van 1983 | Mixed Fleet 1982 | Mixed Fleet 1983 |
|---|---|---|---|---|
| General And Administrative | $0.24 | $0.14 | $0.11 | $0.11 |
| Drivers | $1.43 | $0.74 | $0.91 | $0.66 |
| Equipment | $0.80 | $0.53 | $0.73 | $0.64 |
| Total** | $2.37 | $1.43 | $1.67 | $1.40 |
| Sample Size | 15 | 23 | 35 | 48 |
| 95% Confidence Interval | $1.53 to $3.21 | $1.08 to $1.78 | $1.30 to $2.04 | $1.26 to $1.54 |

* Because of small sample size and fleet definition, care should be taken when referencing these operating costs.

** Numbers may not add; they represent average costs for those companies that provided information for the category shown.

# PRIVATE FLEETS

| FOOD | Headquarters | Trucks | Tractors | Trailers | Cars | Off Highway | Total Vehicles | Annual Mileage (millions) | % Leased* |
|---|---|---|---|---|---|---|---|---|---|
| ARA Services (a) | Philadelphia, PA | 9723 | 2771 | 5596 | 2795 | 1200 | 22,085 | 500 | NA |
| ITT Continental Baking | Rye, NY | 9026 | 656 | 718 | 402 | 16 | 10,818 | 182 | 55 |
| Safeway Stores | Oakland, CA | 19 | 2173 | 4450 | 970 | 250 | 7862 | 116 | 0 |
| Pepsi-Cola Bottling Group | Purchase, NY | 1921(b) | 1430 | 1715 | 484 | 754 | 6304 | 69 | 11 |
| Nabisco Brands, U.S.A. | East Hanover, NJ | 1700 | 72 | 102 | 4200 | 0 | 6074 | 30 | 8 |
| Interstate Brands Corp. | Kansas City, MO | 4005 | 393 | 498 | 5 | 0 | 4901 | 98 | 0 |
| Land O'Lakes, Inc. | Arden Hills, MN | 400 | 475 | 715 | 750 | 1600 | 3940 | 50 | 80 |
| Fleming Companies | Oklahoma City, OK | 211 | 924 | 1519 | 700 | NA | 3354 | 74 | 8 |
| American Bakeries | New York, NY | 2525 | 279 | 319 | 0 | 0 | 3123 | 57 | 0 |
| GCC Beverages, Inc. | Chestnut Hill, MA | 2051(b) | 170 | 228 | 253 | 402 | 3104 | 32 | 0 |
| Agway, Inc. | Syracuse, NY | 2684 | 171 | 210 | 0 | 0 | 3065 | 120 | 10 |
| Super Valu Stores | Minneapolis, MN | 0 | 911 | 1900 | 0 | 75 | 2886 | 55 | .05 |
| Sysco Corporation | Houston, TX | 809 | 606 | 685 | 713 | 0 | 2813 | 70 | 13 |
| The Southland Corp. | Dallas, TX | 868 | 700 | 851 | 0 | 0419 | 2419 | 56 | 7 |
| General Mills | Minneapolis, MN | 348 | 8 | 24 | 2035 | NA | 2415 | 5 | 10 |
| Wakefern Food Corp. | Elizabeth, NJ | 0 | 400 | 1500 | 250 | 0 | 2150 | 25 | (c) |
| Oroweat Foods | Greenwich, CT | 1500 | 150 | 200 | 280 | NA | 2130 | 44 | 2 |
| General Foods Corp. | White Plains, NY | 0 | 60 | 275 | 1725 | 0 | 2060 | 7 | 0 |
| Holly Farms Poultry Ind. | Wilkesboro, NC | 241 | 403 | 671 | 393 | 269 | 1977 | 37 | NA |
| Wetteran, Inc. | Hazelwood, MO | 20 | 535 | 875 | 500 | 0 | 1930 | 22 | 2 |
| Stroehmann Brothers | Williamsport, PA | 52 | 205 | 314 | 190 | 0 | 1887 | 34 | 25 |
| Beverage Management | Columbus, OH | 450 | 205 | 315 | 550 | 0 | 1520 | 25 | 20 |
| Acme Markets | Philadelphia, PA | 16 | 255 | 971 | 255 | 0 | 1497 | 19 | NA |
| Tyson Food, Inc. | Springdale, AR | 155 | 291 | 525 | 424(b) | 25 | 1420 | 19 | 31 |
| Giant Food, Inc. | Landover, MD | 193 | 182 | 919 | 32 | 0 | 1326 | 12 | 0 |
| Foremost Dairies, Inc. | San Francisco, CA | 494 | 274 | 321 | 149 | 71 | 1309 | NA | 0 |
| Beatrice Foods Bottled Water Div | Los Angeles, CA | 992 | 48 | 74 | 72 | 93 | 1279 | 18 | 0 |
| Entenmann's, Inc. | Bay Shore, NY | 925 | 10 | 105 | 200 | 5 | 1245 | 30 | 0 |
| Pacific Gamble Robinson(d) | Kirkland, WA | 594 | 127 | 139 | 250 | 116 | 1226 | 18 | 0 |
| Bay Baking Company | Baltimore, MD | 800 | 100 | 210 | 40 | 0 | 1150 | 2 | NA |
| Northrup King Co. | Minneapolis, MN | 400 | 5 | 35 | 315 | 350 | 1105 | 17 | 0 |
| H.E. Butt Grocery Co | Corpus Christi,TX | 3 | 196 | 669 | 176 | 0 | 944 | 23 | 0 |
| Thomas J. Lipton, Inc. | Englewood Cliffs,NJ | 100 | 3 | 8 | 800 | 6 | 917 | 17 | 0 |
| Central Soya Co. | Ft. Wayne, IN | 110 | 113 | 208 | 285 | 193 | 909 | 12 | 100 |
| Houston Coca-Cola | Houston, TX | 203(b) | 153 | 193 | 191 | 155 | 895 | 12 | 0 |
| Hartz Mountain Corp. | Harrison, NJ | 550 | 30 | 40 | 250 | 0 | 870 | 33 | 80 |
| Central Soya Co. | Fort Wayne, IN | 57 | 113 | 208 | 285 | 193 | 856 | 12 | 100 |
| Growmark, Inc. | Bloomington, IL | 0 | 198 | 650 | 0 | 0 | 848 | 12 | 0 |
| Stop & Shop Companies | Boston, MA | 2 | 150 | 606 | 85 | 0 | 843 | 20 | 38 |
| Metz Baking Co. | Sioux City, IA | 640 | 63 | 73 | 64 | 0 | 840 | 17 | 0 |
| Vons Grocery Co. | El Monte, CA | 41 | 225 | 524 | 0 | 0 | 820 | 11 | 0 |
| Campbell Taggart, Inc. | Dallas, TX | 50 | 650 | 850 | 100 | 0 | 800 | 40 | 30 |
| Sweet Life Foods | Suffield, CT | 4 | 134 | 300 | 300 | 9 | 747 | 6 | 0 |
| Martin Brower Co. | Des Plaines, IL | 0 | 269 | 426 | 11 | NA | 706 | 29 | 85 |
| Drake Bakeries, Inc. | Wayne, NJ | 615 | 18 | 38 | 32 | 0 | 703 | 9 | 0 |
| Coca-Cola Bottling of MI | Lansing, MI | 66 | 239 | 239 | 147 | 2 | 689 | 4 | .1 |
| U.S. Sugar Corp. | Clewiston, FL | 475 | 21 | 39 | 136 | 0 | 671 | NA | 0 |
| Peter Eckrich & Sons | Fort Wayne, IN | 340 | 36 | 63 | 200 | 0 | 639 | 17 | 0 |
| Armour Food Co. | Phoenix, AZ | 99 | 80 | 89 | 312 | 0 | 580 | 19 | 45 |
| Lucky Stores-Midwest | Milan, OL | 6 | 150 | 335 | 83 | 4 | 578 | 10 | 0 |
| Pepperidge Farm, Inc. | Norwalk, CT | 24 | 99 | 157 | 246 | 4 | 530 | 9 | 95 |
| Chas. Freihofer Baking | Troy, NY | 391 | 22 | 54 | 46 | 0 | 513 | 7 | 0 |
| Associated Grocers of CO | Denver, CO | 15 | 93 | 152 | 51 | 199 | 510 | 4 | 51 |
| Red Owl Stores, Inc. | Hopkins, MN | 0 | 145 | 345 | 0 | 11 | 501 | NA | NA |
| Marshall Durbin Food Corp | Irondale, AL | 94 | 80 | 112 | 74 | 31 | 391 | 7 | 0 |
| Fox Grocery Co. | Monroeville, PA | 6 | 78 | 137 | 135 | 2 | 358 | 8 | 0 |

* Does not include cars. (a) Includes Smith's Transfer, magazine/book division and school bus operations. (b) Includes pickup trucks. (c) 80% of tractors & 40% of trailers. (d) Not including wholly-owned-subsidiary fleets. NA—Not available

## TRACTOR-TRAILER DRIVER AND MECHANIC WAGE RATES (PTCA—A. T. KEARNEY)

| Category | Company | | | | Leased | | | |
|---|---|---|---|---|---|---|---|---|
| | Non-union | | Union | | Non-union | | Union | |
| | 1982 | 1983 | 1982 | 1983 | 1982 | 1983 | 1982 | 1983 |
| Driver Wage Per Hour | $8.60 | $9.17 | $9.84 | $10.42 | $8.34 | $8.69 | $10.59 | $10.83 |
| 95% Confid. Interv. | ±.51 | ±.37 | ±.49 | ±.35 | ±.62 | ±.53 | ±.83 | ±.51 |
| Per Mile Single | $0.23 | $0.24 | $0.26 | $0.26 | $0.23 | $0.24 | $0.25 | $0.26 |
| 95% Confid. Interv. | ±.01 | ±.01 | ±.01 | ±.01 | ±.01 | ±.01 | ±.01 | ±.02 |
| Team | $0.16 | $0.15 | $0.15 | $0.15 | $0.14 | $0.14 | $0.14 | $0.14 |
| 95% Confid. Interv. | ±.02 | ±.01 | ±.02 | ±.01 | ±.01 | ±.01 | ±.01 | ±.01 |
| Mechanic | $9.21 | $9.43 | $10.34 | $11.11 | $12.04 | $9.80 | $19.32 | $15.77 |
| 95% Confid. Interv. | ±.57 | ±.50 | ±.61 | ±.47 | ±4.26 | ±3.09 | ±6.20 | ±7.10 |

## TRACTOR-TRAILER DRIVERS (PTCA—A. T. KEARNEY)

| Driver Category | COST PER MILE | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | General And Administrative | | Drivers | | Equipment | | Total* | | 95% Confidence Interval | |
| | 1982 | 1983 | 1982 | 1983 | 1982 | 1983 | 1982 | 1983 | 1982 | 1983 |
| Company, Non-union | $0.08 | $0.09 | $0.47 | $0.51 | $0.66 | $0.67 | $1.20 | $1.27 | ±$.06 | ±$.07 |
| Company, Union | $0.08 | $0.08 | $0.58 | $0.64 | $0.72 | $0.69 | $1.37 | $1.39 | ±$.08 | ±$.08 |
| Leased, Non-union | $0.07 | $0.06 | $0.42 | $0.44 | $0.62 | $0.60 | $1.10 | $1.11 | ±$.06 | ±$.10 |
| Leased, Union | $0.09 | $0.07 | $0.57 | $0.56 | $0.64 | $0.62 | $1.30 | $1.25 | ±$.09 | ±$.07 |

* Numbers may not add; they represent average costs for those companies that provided information for the category shown.

## TRACTOR-TRAILER EQUIPMENT (PTCA—A. T. KEARNEY)

| Type Equipment | COST PER MILE | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | General And Administrative | | Drivers | | Equipment | | Total* | | 95% Confidence Interval | |
| | 1982 | 1983 | 1982 | 1983 | 1982 | 1983 | 1982 | 1983 | 1982 | 1983 |
| Owned | $0.09 | $0.10 | $0.56 | $0.62 | $0.66 | $0.63 | $1.29 | $1.34 | ±$.06 | ±$.08 |
| Leased | $0.08 | $0.07 | $0.48 | $0.51 | $0.69 | $0.68 | $1.25 | $1.26 | ±$.06 | ±$.05 |
| Mixed | $0.07 | $0.08 | $0.52 | $0.61 | $0.65 | $0.65 | $1.24 | $1.33 | ±$.14 | ±$.25 |

| Type Equipment | Average Miles Per Trip | | Average Miles Per Driver | | Average Miles Per Tractor | |
|---|---|---|---|---|---|---|
| | 1982 | 1983 | 1982 | 1983 | 1982 | 1983 |
| Owned | 662 | 578 | 65,900 | 67,900 | 77,400 | 84,900 |
| Leased | 1181 | 1024 | 81,100 | 80,900 | 101,800 | 105,300 |
| Mixed | 786 | 1210 | 78,200 | 78,400 | 86,200 | 82,000 |

* Numbers may not add; they represent average costs for those companies that provided information in the category shown.

# PRIVATE FLEETS

| PUBLIC UTILITIES | Headquarters | Trucks | Tractors | Trailers | Cars | Off Highway | Total Vehicles | Annual Mileage (millions) | * % Leased |
|---|---|---|---|---|---|---|---|---|---|
| General Telephone of CA | Stamford, CT | 25,700(a) | 150 | 725 | 8410 | NA | 34,985 | 380 | 8 |
| GTE Service Corp. | Irving, TX | 23,073(c) | 125 | 267 | 6166 | 4200 | 33,831 | 307 | NA |
| Bell South Corp. | Atlanta, GA | 23,538 | 34 | NA | 7179 | NA | 30,751 | 340 | NA |
| Southwestern Bell | St. Louis, MO | NA | 6 | NA | 5257 | NA | 21,219 | 168 | |
| Pacific Bell | San Francisco, CA | 2000 | 34 | 500 | 5000 | 250 | 20,000 | 194 | 1 |
| Bell South Services, Inc. | Birmingham, AL | 10,676(a) | 26 | 30 | 3194 | 2 | 13,928 | 170 | 1 |
| Pacific Gas & Electric | San Francisco, CA | 8270 | 99 | 2478 | 2864 | 73 | 13,712 | NA | 0 |
| New York Telephone | Brooklyn, NY | 6852 | 25 | 30 | 2934 | 0 | 9811 | 120 | .01 |
| New England Telephone | Boston, MA | 2000 | 12 | 19 | 2360 | 0 | 7970 | 90 | 0 |
| Florida Power & Light | Miami, FL | 962 | 12 | 789 | 3468 | 2435 | 7666 | NA | 1 |
| Virginia Electric & Power Co. | Richmond, VA | 4500 | 20 | 1200 | 1200 | 200 | 7120 | 25 | 0 |
| Southern California Edison | Pomona, CA | 3316 | 75 | 764 | 1910 | 635 | 6700 | 50 | 100 |
| Southern California Gas Co. | Los Angeles, CA | 4151 | 12 | 300 | 1337 | 504 | 6304 | 52 | 100 |
| Georgia Power | Atlanta, GA | 2857 | 25 | 1028 | 1834 | 412 | 6131 | 60 | 0 |
| Illinois Bell | Chicago, IL | 5500 | 100 | 100 | 400 | 0 | 6100 | 60 | 0 |
| Consumers Power Co. | Jackson, MI | 3132 | 40 | 1160 | 886 | 528 | 5746 | 45 | 82 |
| Duke Power Co. | Charlotte, NC | 2469 | 80 | 1122 | 1011 | 917 | 5599 | 55 | 0 |
| General Public Utilities | Parsippany, NJ | 2330 | 25 | 1117 | 1339 | 661 | 5472 | 43 | 47 |
| Public Service Elec. & Gas | Edison, NJ | 2392(a) | 9 | 561 | 1690 | 228 | 4880 | 33 | 0 |
| Niagara Mohawk Power Corp. | Syracuse, NY | 2650 | 50 | 800 | 700 | 500 | 4700 | 9 | 95 |
| American Electric Power | Columbus, OH | 2740 | 26 | 51 | 1300 | 252 | 4369 | 54 | 97 |
| Commonwealth Edison | Maywood, IL | 1761 | 48 | 740 | 1658 | 160 | 4367 | 45 | 1 |
| Con Edison of NY | Astoria, NY | 2576 | 25 | 199 | 1097 | 433 | 4330 | 5 | 0 |
| Columbia Gas Distribution | Columbus, OH | 2144 | 10 | 235 | 1015 | 705 | 4109 | 41 | 100 |
| Houston Lighting & Power | Houston, TX | 1705 | 348 | 442 | 1228 | 384 | 4107 | NA | 1 |
| AT&T Information Services | Newark, NJ | 50 | 2 | 2 | 4000 | 20 | 4074 | NA | 0 |
| N. Indiana Public Service | Hammond, IN | 1870 | 30 | 715 | 650 | NA | 3265 | 19 | .09 |
| Centel Corporation | Chicago, IL | 2192 | 0 | 92 | 805 | 55 | 3144 | 31 | 4 |
| Pennsylvania Power & Light | Allentown, PA | 1350 | 50 | 550 | 950 | 225 | 3125 | 2 | 100 |
| Arizona Public Service | Phoenix, AZ | 1790 | 20 | 415 | 460 | 335 | 3020 | 33 | 5 |
| S. New England Telephone | New Haven, CT | 1778 | 6 | 200 | 1203 | NA | 2987 | 28 | 0 |
| Public Service Co. of CO | Denver, CO | 1534 | 10 | 503 | 450 | 340 | 2837 | 23 | 0 |
| ARKALA, Inc. | Shreveport, LA | 1723 | 43 | 590 | 401 | NA | 2766 | 32 | 0 |
| Detroit Edison | Detroit, MI | 1100 | 60 | 590 | 470 | 200 | 2760 | 26 | 70 |
| Philadelphia Electric | Berwyn, PA | 1411 | 20 | 460 | 769 | 23 | 2683 | 15 | 100 |
| San Diego Gas & Electric | San Diego, CA | 1418 | 60 | 386 | 640 | 103 | 2615 | NA | 0 |
| NY State Electric & Gas | Binghamton, NY | 1355 | 16 | 295 | 510 | 317 | 2493 | 23 | 50 |
| Arizona Public Service Co. | Phoenix, AZ | 1392 | 34 | 366 | 367 | 284 | 2443 | 17 | 5 |
| Illinois Bell Tel. Co. | Springfield, IL | 1012 | 110 | 372 | 936 | 0 | 2430 | NA | 0 |
| Baltimore Gas & Electric | Baltimore, MD | 894 | 15 | 30 | 1450 | 19 | 2389 | 21 | 30 |
| Illinois Power | Decatur, IL | 1007 | 5 | 489 | 362 | 301 | 2235 | 12 | 0 |
| Long Island Lighting | Hicksville, NY | 1380 | 11 | 461 | 884 | 382 | 2234 | 16 | 0 |
| Northern States Power Co. | Minneapolis, MN | 1370 | 10 | 350 | 350 | 15 | 2095 | 14 | 0 |
| Northern Illinois Gas | Naperville, IL | 981 | 4 | 215 | 595 | 290 | 2085 | 24 | 0 |
| General Telephone of N.W. | Everett, WA | 1374(a) | 12 | 88 | 638 | NA | 2024 | 19 | 5 |
| Appalachian Power | Roanoke, VA | 1037 | 7 | 341 | 434 | 176 | 1995 | 21 | 100 |
| Oklahoma Gas & Electric | Oklahoma City, OK | 920 | 25 | 252 | 397 | 391 | 1985 | 14 | 0 |
| Jersey Cntrl. Power & Light | Morristown, NJ | 914(b) | 8 | 442 | 417 | 183 | 1964 | 15 | 100 |
| Cincinnati Gas & Electric | Cincinnati, OH | 813 | 13 | 347 | 567 | 185 | 1923 | 16 | 0 |
| Gen. Tel. Co. of Indiana | Ft. Wayne, IN | 1113 | 7 | 158 | 408 | 111 | 1797 | 17 | 0 |
| Pacific Power & Light | Portland, OR | 1146 | 5 | 325 | 253 | 0 | 1729 | NA | 80 |
| Michigan Consolidated Gas | Detroit, MI | 1010 | 5 | 60 | 494 | 115 | 1684 | 22 | 0 |
| Public Service Indiana | Plainfield, IN | 804 | 8 | 399 | 330 | 105 | 1646 | NA | 90 |
| Memphis Light, Gas & Water | Memphis, TN | 813 | 10 | 189 | 233 | 385 | 1630 | 11 | 0 |
| Ohio Power Company | Canton, OH | 776 | 10 | 210 | 451 | 17 | 1464 | 16 | 90 |
| Portland General Electric | Portland, OR | 761 | 6 | 230 | 319 | 82 | 1398 | 9 | 0 |
| Cleveland Elec. Illuminating | Cleveland, OH | 460 | 30 | 425 | 390 | 92 | 1397 | 9 | 5 |
| Central Ill. Pub. Service | Springfield, IL | 735(a) | 6 | 333 | 305 | NA | 1379 | 13 | 0 |

* Does not include cars. (a) Includes vans. (b) Includes 464 pickup trucks. (c) Includes vans and light trucks. NA—Not available.

| STATE GOVERNMENT # | Headquarters | Trucks | Tractors | Trailers | Cars | Off Highway | Total Vehicles | Annual Mileage (millions) | % Leased |
|---|---|---|---|---|---|---|---|---|---|
| N. Carolina DOT/Hwy. Div. | Raleigh | 5994 | 96 | 858 | 2 | 11,179 | 18,129 | 65 | 0 |
| Texas Hwy.& Pub. Trans. Dept. | Austin | 7068 | 128 | 693 | 1255 | 8131 | 17,275 | 100 | 0 |
| California DOT | Sacramento | 4592 | 36 | 298 | 2736 | 3511 | 11,173 | NA | 0 |
| Pennsylvania DOT | Harrisburg | 5177 | 54 | 242 | 790 | 4101 | 10,364 | NA | 0 |
| Virginia Hwy. Dept. | Richmond | 3700 | 50 | 55 | 2500 | 2775 | 9080 | NA | 0 |
| Massachusetts Mtr. Veh. Mgmt. | Boston | 3379 | 0 | 0 | 3083 | 2515 | 8980 | NA | 0 |
| Georgia DOT | Atlanta | 1389 | 54 | 140 | 632 | 6521 | 8736 | NA | 0 |
| Florida DOT | Tallahassee | 2876(a) | 57 | 354 | 1400 | 2594 | 7281 | 61 | 0 |
| New York DOT | Albany | 2812 | 67 | 67 | 746 | 2400 | 6092 | 49 | 0 |
| Ohio DOT | Columbus | 3500 | 25 | 25 | 1200 | 1200 | 5950 | 6 | 0 |
| Missouri DOT/Hwy. Dept. | Jefferson City | 2403(b) | 9 | 16 | 590 | 2776 | 5794 | NA | 0 |
| Michigan Management/ Budget Dept./ Motor Trans. Div. | Lansing | 205 | 5 | 3 | 4782 | 7 | 4999 | NA | 0 |
| Oregon DOT/Hwy. Div. | Salem | 947 | 34 | 221 | 1111(c) | 2353 | 4666 | 18 | 0 |
| Illinois DOT | Springfield | 3149(c) | 12 | 300 | 809 | NA | 4270 | 54 | 0 |
| Indiana Hwy. Dept. | Indianapolis | 1146 | 16 | 15 | 1728(b) | 934 | 3839 | 42 | 0 |
| Iowa DOT | Ames | 2209 | 12 | 12 | 507 | 846 | 3574 | 22 | 0 |
| Minnesota DOT | St. Paul | 2219(a) | 33 | 110 | 305 | 532 | 3199 | 35 | 0 |
| New Jersey DOT | Trenton | 1335 | 7 | 7 | 679 | 712 | 2740 | 26 | 20 |
| Kansas Bureau of Const/Maint | Topeka | 1262 | 17 | 68 | 250 | 1000 | 2597 | NA | 0 |
| Arizona DOT | Phoenix | 580 | 26 | 110 | 1200(a) | 400 | 2316 | NA | 0 |
| Maryland Hwy. Admin. | Baltimore | 950 | 14 | 16 | 250 | 987 | 2217 | NA | 0 |
| Connecticut DOT | Wethersfield | 1289 | 35 | 55 | 420 | 325 | 2124 | NA | 0 |
| Utah DOT | Salt Lake City | 1059(a) | 13 | 84 | 170 | 708 | 2034 | 10 | 0 |
| Montana Hwy. Dept. | Helena | 1088(b) | 34 | 82 | 190 | 611 | 2005 | NA | 0 |
| West Virginia Hwy. Dept. | Charleston | 694 | 19 | 202 | 282 | 626 | 1823 | NA | 0 |
| Massachusetts Dept. Pub.Works | Boston | 650 | 3 | 6 | 438 | 500 | 1597 | NA | 0 |
| South Dakota DOT | Pierre | 807 | 9 | 65 | 129 | 468 | 1478 | NA | 0 |
| Idaho DOT | Boise | 919 | 19 | 221 | 225 | NA | 1384 | 22 | 0 |
| Wisconsin Dept. of Admin. | Madison | 3 | 0 | 0 | 1297 | 0 | 1300 | 24 | 0 |
| Maine DOT/Motor Trans. | Augusta | 638 | 15 | 6 | 453(a) | 0 | 1112 | 18 | 0 |
| Delaware DOT | Dover | 339 | 10 | 12 | 231 | 341 | 933 | NA | 0 |
| New Hampshire Hwy & Pub Works | Concord | 460 | 2 | 8 | 238 | 120 | 828 | 10 | 0 |

* Does not include cars. # May not include all departments. (a) Includes pickup trucks. (b) Includes pickups and vans. (c) Includes pickup trucks, vans, and miscellaneous vehicles. NA-Not Available.

## INTERCORPORATE AND TOTO AUTHORITY (PTCA—A. T. KEARNEY)

| NUMBER OF RESPONDENTS | | | | |
|---|---|---|---|---|
| Trucking Operation | Participate in Intercorporate Hauling | | | |
| | Number | | % Total | |
| | 1982 | 1983 | 1982 | 1983 |
| Tractor-Trailer | 108 | 160 | 45% | 45% |
| Mixed Fleet | 12 | 18 | 32% | 33% |
| Straight Truck/Van | 1 | 4 | 5% | 14% |

| TOTO AUTHORITY | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | Presently Have | | | | Applying For | | | |
| | Number | | % Total | | Number | | % Total | |
| | 1982 | 1983 | 1982 | 1983 | 1982 | 1983 | 1982 | 1983 |
| Tractor-Trailer | 27 | 69 | 11% | 19% | 32 | 42 | 16% | 22% |
| Mixed Fleet | 2 | 7 | 5% | 13% | 7 | 5 | 19% | 13% |
| Straight Truck/Van | 0 | 1 | 0% | 4% | 1 | 0 | 5% | 0% |

# PRIVATE FLEETS

| LEASE/RENTAL | Headquarters | Trucks | Tractors | Trailers | Cars | Off-Highway | Total Vehicles |
|---|---|---|---|---|---|---|---|
| Peterson, Howell & Heather | Baltimore, MD | 38,800 | (e) | 4100 | 154,600 | 4200 | 201,700 |
| Ryder Truck Rental(a) | Miami, FL | 32,866 | 19,506 | 12,923 | 1460 | | 66,755 |
| Lend Lease | Minneapolis, MN | 600 | 5700 | 1200 | 50,000 | 0 | 57,500 |
| Automotive Rentals, Inc. | Maple Shade, NJ | 16,950 | 295 | 525 | 37,500 | 0 | 55,270 |
| Dart & Craft Financial Corp. | Minneapolis, MN | 15,000 | 2500 | 3500 | 32,000 | 0 | 53,000 |
| Gelco-TIP | Bala Cynwyd, PA | 0 | 0 | 42,000 | 0 | 0 | 42,000 |
| Enterprise Leasing Co. | St. Louis, MO | 2500 | 0 | 0 | 31,000 | 0 | 33,500 |
| Jartran Truck & Trailer Rental | Miami, FL | 11,000 | 0 | 19,000(b) | 0 | 0 | 30,000 |
| Hertz-Penske Truck Leasing | Parsippany, NJ | 12,000 | 7000 | 4000 | 3000 | 0 | 26,000 |
| Amtralease | Cherry Hill, NJ | 7000 | 11,000 | 5000 | NA | NA | 23,000 |
| Flexi-Van Trailers | New York, NY | 0 | 0 | 15,000 | 0 | 0 | 15,000 |
| All-State Vehicles, Inc. | Long Island City, NY | 800 | 0 | 0 | 11,500 | 0 | 12,300 |
| Gelco Truck Leasing | Chesterfield, MO | 2800 | 6400 | 2200 | 500 | NA | 11,900 |
| McDonnell Douglas Leasing(h) | Long Beach, CA | 1100 | 2150 | 5600 | 1300 | 1450 | 11,600 |
| Evans Products | Portland, OR | 35 | 50 | 10,000 | 135 | 0 | 10,220 |
| Ruan Leasing Co. | Des Moines, IA | 508 | 4823 | 3542 | 1000 | 0 | 9873 |
| Saunders Leasing System (c) | Birmingham, AL | 1400 | 4000 | 3000 | NA | 0 | 8400 |
| AJF Leasing | St. Louis, MO | 0 | 0 | 8000 | 0 | 0 | 8000 |
| Rollins Leasing Corp. | Wilmington, DE | 1400 | 4000 | 1700 | 0 | 0 | 7100 |
| Transamerica Trailer Services | Piscataway, NJ | 0 | 0 | 6780 | 0 | 0 | 6780 |
| Interregional Service Corp. | Minneapolis, MN | 1564 | 736 | 1387 | 1821 | 869 | 6377 |
| Transervice Lease Corp. | Lake Success, NY | 3500 | 250 | 570 | 0 | 120 | 4440 |
| Fulcrum Fleet Services | Conshohocken, PA | 3225 | 55 | 81 | 474 | 154 | 3989 |
| Transamerica Corp.(d) | San Francisco, CA | 150 | 0 | 0 | 3075 | 0 | 3325 |
| Transportation Leasing Co. | Tulsa, OK | 990 | 45 | 60 | 2200 | 30 | 3325 |
| Leslie Leasing Company | San Francisco, CA | 740 | 60 | 55 | 2250 | 0 | 3105 |
| PLM Transportation Eqpt. | San Francisco, CA | 0 | 0 | 3000 | 0 | 0 | 3000 |
| Mendon Leasing Corp. | Brooklyn, NY | 2300 | (e) | 0 | 300 | 0 | 2600 |
| United Truck Leasing Corp. | Braintree, MA | 976 | 814 | 289 | 47 | 8 | 2134 |
| Lily Truck Leasing Corp. | Boston, MA | 919 | 659 | 412 | 30 | 4 | 2024 |
| Immke Circle Leasing | Columbus, OH | 100 | 0 | 0 | 1900 | 0 | 2000 |
| Action Mobile Office Rentals | Gardena, CA | 8 | 7 | 1900 | 4 | 6 | 1925 |
| Chancellor Fleet Corp. | Boston, MA | 200 | 1500 | 3000 | 0 | 0 | 1800 |
| Leaseco Truck Rental | Nashville, TN | 115 | 850 | 650 | 250 | NA | 1750 |
| Gordon Thompson Industries | Jacksonville, FL | 50 | 0 | 0 | 1200 | 300 | 1550 |
| Pacific Coast Leasing | Portland, OR | 300 | 3 | 6 | 1200 | 2 | 1511 |
| Edart Truck Rental Corp. | Hartford, CT | 450 | 500 | 500 | 50 | 2 | 1502 |
| Equipment Maintenance Systems | Cincinnati, OH | 622 | 94 | 184 | 175 | 110 | 1185 |
| Highway Leasing Co. | Needham, MA | 25 | 0 | 0 | 1100 | 0 | 1125 |
| DeCarolis Truck Rental | Rochester, NY | 285 | 80 | 635 | 20 | 5 | 1025 |
| Motor Transportation Co. | St. Louis, MO | 320 | 490 | 120 | 0 | 0 | 930 |
| Salem Leasing Corp. | Winston-Salem, NC | 40 | 400 | 425 | 0 | 0 | 865 |
| Commercial Equipment Co. | Charlotte, NC | 9 | 325 | 510 | 3 | 0 | 844 |
| Doerrs Trailer Leasing(f) | Orlando, FL | 0 | 0 | 700 | 0 | 0 | 700 |
| Carpet Center Leasing | Dalton, GA | 21 | 236 | 411 | 10 | 0 | 678 |
| HUB Truck Rental-NY Reg. | Farmingdale, NY | 578 | 75 | 2 | 20 | 0 | 675 |
| Lease Line, Inc. | N. Brunswick, NJ | 35 | 101 | 523 | 0 | 0 | 659 |
| BB Car Leasing | Torrance, CA | 80 | 0 | 0 | 530 | 0 | 610 |
| Rice & Holman Leasing | Pennsauken, NJ | 200 | 0 | 0 | 400 | 0 | 600 |
| State Truck Rental | Miami, FL | 320 | 0 | 0 | 190 | 40 | 550 |
| Hunsaker Truck Lease | Dallas, TX | 100 | 250 | 200 | 0 | 0 | 550 |
| Equity Car Leasing (f) | Van Nuys, CA | 75 | 0 | 0 | 425 | 0 | 500 |
| Avis Truck Rental (f) | Nashville, TN | 260 | 89 | 82 | 43 | 12 | 486 |
| Leasing Services, Inc. | Shelby, NC | 67 | 12 | 19 | 381 | 2 | 481 |
| Far West Intercontinental | Anaheim, CA | 101 | 106 | 82 | 134 | 16 | 439 |
| Servitor, Inc. | Ft. Lauderdale, FL | 235 | 48 | 10 | 87 | 16 | 396 |
| Phill Baumgarten Mtrs.,Inc.(g) | Ft. Lauderdale, FL | 117 | 0 | 0 | 277 | 0 | 394 |
| Bright Truck Leasing | Dallas, TX | 78 | 60 | 0 | 4 | 0 | 142 |

(a) Does not include foreign-based vehicles. (b) Utility-type vehicles only. (c) Does not include service fleet or car fleet. (d) Does not include Budget Rent-A-Car or Transamerica Interway trailer leasing. (e) Included in "Trucks." (f) Regional fleet figures, not national. (g) Includes leasing division. Does not include 1171 vehicles operated by Baumgarten Transportation Co., Inc. (h) Includes Brind Leasing Corp. vehicles. NA—Not available.

| CITY GOVERNMENT # | Trucks | Tractors | Trailers | Cars | Off Highway | Total Vehicles | Annual Mileage (millions) | % Leased |
|---|---|---|---|---|---|---|---|---|
| L.A.Power & Water | 2000 | 673 | 339 | 1271 | 958 | 5241 | 28 | 0 |
| Atlanta, GA | 865 | 10 | 106 | 1240(b) | 2529(c) | 4750(2) | NA | NA |
| Phoenix, AZ | 1749 | 225 | 199 | 1520 | 539 | 4232(a) | 33 | 0 |
| Dallas, TX Equip. Services Dept. | 1421 | 42 | 127 | 1445(b) | 392 | 3504(c) | 39 | 0 |
| San Francisco, CA | 846 | 30 | 15 | 1020 | 1260 | 3171 | NA | 1 |
| Baltimore, MD (d) | 1312 | 15 | 13 | 1400(c) | 385 | 3125 | NA | 0 |
| Cleveland, OH | 1138 | 7 | 121 | 1006(c) | 647 | 2969 | 16 | 0 |
| Tampa, FL | 744 | 54 | 88 | 1141 | 217 | 2244 | 15 | .05 |
| Kansas City, MO | 1123 | 59 | 27 | 620 | 402 | 2231 | NA | 0 |
| San Antonio, TX | 1002 | 57 | 23 | 670 | 396 | 2148 | 34 | 0 |
| Austin, TX | 929(e) | 18 | 148 | 517(c) | 476 | 2088 | 6 | 0 |
| Charlotte, NC | 437 | 2 | 2 | 862 | 141 | 1771(a) | 15 | 0 |
| Baton Rouge, LA | 673 | 9 | 54 | 741 | 138 | 1615 | NA | .04 |
| Long Beach, CA | 562 | 3 | 70 | 701 | 248 | 1584 | NA | 0 |
| San Jose, CA | 495 | 2 | 62 | 661 | 274 | 1494 | 12 | 0 |
| San Diego, CA | 1143 | 96 | 52 | 105 | 55 | 1451 | 11 | 0 |
| Lexington, KY | 428 | 62 | 11 | 594 | 274 | 1369 | 9 | .5 |
| Norfolk, VA | 570 | 5 | 26 | 450 | 300 | 1350 | 7 | 0 |
| Corpus Christi, TX | 499 | 73 | 54 | 312 | 400 | 1338 | 11 | 0 |
| Anaheim, CA | 335 | 1 | 86 | 312 | 585 | 1319 | 5 | 9 |
| Salt Lake City, UT | 320 | 230 | 40 | 400(b) | 295 | 1285 | 7 | 0 |
| Sacramento, CA | 326 | 5 | 100 | 704(f) | 150 | 1285 | 9 | .002 |
| Lubbock, TX | 233(e) | 50 | 173 | 343(b) | 238 | 1266 | 7 | 0 |
| Honolulu, HI | 717 | 18 | 65 | 248 | 80 | 1128 | NA | 0 |
| Louisville, KY | 404 | 60 | 15 | 465 | 170 | 1114 | NA | NA |
| Greensboro, NC | 274(g) | 6 | 112(c) | 461(a) | 242(b) | 1095 | 9 | 0 |
| Jackson, MS | 440 | 20 | 75 | 457 | 94 | 1086 | NA | 0 |
| Riverside, CA | 487 | 2 | 85 | 191 | 161 | 1033(c) | NA | 0 |
| Newport News, VA | 555 | 2 | 29 | 374 | 67 | 1027 | NA | 0 |
| Tallahassee, FL | 524 | 5 | 81 | 219 | 189 | 1018 | 8 | 0 |
| Clearwater, FL | 313 | 11 | 17 | 163 | 485 | 989 | 4 | 0 |
| Knoxville, TN | 451 | 5 | 22 | 362 | 125 | 965 | 15 | 0 |
| Pontiac, MI | 234 | 1 | 30 | 164 | 578 | 947(bch) | NA | .007 |
| El Paso, TX | 579 | 14 | 16 | 65 | 271(ah) | 945 | NA | 0 |
| Madison, WI | 576 | 8 | 12 | 209 | 114 | 919(i) | 4 | 0 |
| Shreveport, LA | 292 | 42 | 45 | 336 | 105 | 866 | 25 | 0 |
| L.A., CA Fire Dept. | 250 | 100 | 100 | 400 | 15 | 865 | NA | 0 |
| Winston-Salem, NC | 338 | 3 | 25 | 375 | 118 | 859 | 7 | 0 |
| Orlando, FL | 362 | 64 | 47 | 313 | 29 | 815 | NA | 0 |
| Portsmouth, VA | 241 | 35 | 30 | 232 | 270 | 808 | NA | 0 |
| Raleigh, NC | 269 | 49 | 63 | 319 | 95 | 795 | 6 | 0 |
| Rochester, NY | 312 | 1 | 29 | 340 | 98 | 779(j) | 7 | 0 |
| Savannah, GA | 322 | 37 | 2 | 304 | 88 | 753 | NA | 0 |
| Hampton, VA | 278 | 2 | 12 | 220(b) | 151 | 750(a) | NA | 0 |
| Ft. Lauderdale, FL | 300 | 10 | 33 | 317 | 90 | 750 | NA | 0 |
| Little Rock, AR | 300 | 2 | 11 | 263(c) | 133 | 739 | 2 | 0 |
| Roanoke, VA | 300 | 10 | 20 | 202 | 155 | 687(k) | NA | 0 |
| Montgomery, AL | 317 | 13 | 13 | 299 | 43 | 685 | NA | 0 |
| Coral Gables, FL | 149 | 6 | 7 | 145 | 357 | 664 | 2 | 0 |
| Chesapeake, VA | 160 | 3 | 18 | 340 | 125 | 646 | 7 | 0 |
| High Point, NC | 200 | 6 | 43 | 197 | 122 | 568(j) | 3 | 0 |
| Santa Monica, CA | 205 | 8 | 9 | 210 | 133 | 565 | 2 | 0 |
| Pontiac, MI | 234(a) | NA | NA | 192(b) | 59 | 481 | NA | 0 |
| Hartford, CT | 147 | 6 | NA | 262 | 37 | 452 | 4 | NA |
| Lincoln, NE | 240 | 0 | 0 | 22 | 140 | 402 | NA | NA |

* Does not include cars. # May not include all departments (a) Includes miscellaneous vehicles. (b) Includes police fleet. (c) Includes motorcycles. (d) Does not include education or fire dept. (e) Includes fire trucks. (f) Includes 340 light trucks. (g) Does not include water or fire dept . (h) Does not include fire, police, health or water depts. (i) Does not include public transit or fire dept. (j) Does not include fire dept. (k) Does not include school bus fleet. NA—Not available.

# PRIVATE FLEETS

| PETROLEUM | Headquarters | Trucks | Tractors | Trailers | Cars | Off Highway | Total Vehicles | Annual Mileage (millions) | % Leased |
|---|---|---|---|---|---|---|---|---|---|
| Phillips Petroleum | Bartlesville, OK | 3653 | 166 | 1033 | 1332 | 1687 | 7971 | NA | 0 |
| Teneco, Inc. | Houston, TX | 1500 | 200 | 450 | 3800 | 150 | 6100 | NA | 75 |
| Dowell Company | Houston, TX | 1638 | 1072 | 1288(a) | 2078(a) | NA | 6076 | 63 | NA |
| Petrolane, Inc. | Long Beach, CA | 2450 | 130 | 460 | 550 | 0 | 3590 | NA | 0 |
| Conoco Inc. | Houston, TX | 22 | 210 | 338 | 2500 | | 3070 | 24.8 | 0 |
| Arco Oil & Gas | Dallas, TX | 1600 | 50 | 300 | 1025 | 50 | 3025 | 65 | 0 |
| Gulf Oil Mkt. Dept. | Houston, TX | 136 | 361 | 446 | 1275 | 72 | 2290 | (b) | 0 |
| Exxon Co. USA | Houston, TX | 374 | 372 | 360 | 785 | 0 | 1891 | NA | 0 |
| Big Three Industries | Houston, TX | 757 | 334 | 687 | 187 | 75 | 1853 | 11 | 0 |
| Texaco USA | Houston, TX | 110 | 188 | 287 | 1013 | NA | 1669 | 28 | 97 |
| Sun Refining & Mktg. Co | Philadelphia, PA | 171 | 252 | 303 | 675 | NA | 1401 | 34 | 5 |
| Welltech, Inc. | Houston, TX | 750 | 35 | 100 | 175 | 10 | 1170 | 25 | 60 |
| Amerigas | Valley Forge, PA | 450 | 180 | 230 | 285 | 0 | 1145 | 24 | 20 |
| Transco Energy Co. | Houston, TX | 455 | 15 | 106 | 460 | 50 | 1086 | 15 | 0 |
| Natural Gas Pipeline Co. of Am. | Lombard, IL | 562 | 9 | 104 | 324 | 0 | 999 | 13 | 0 |
| Mobil Oil Corp.(c) | Fairfax, VA | 42 | 327 | 407 | 0 | 159 | 935 | 24 | 1 |
| Getty Trading & Transp. | Denver, CO | 0 | 289 | 304 | 79 | 229 | 901 | 27 | 3 |
| Halliburton Services | Wichita, KS | 81 | 171 | 400 | 106 | 86 | 844 | NA | 0 |
| Pyrofax Gas Corp. | Houston, TX | 729 | 5 | 14 | 44 | 0 | 792 | 11 | 52 |
| Meenan Oil Company | Hicksville, NY | 481 | 40 | 34 | 94 | 6 | 655 | NA | 0 |
| Union Oil Western Region | Los Angeles, CA | 71 | 88 | 90 | 365 | 0 | 614 | 17 | NA |

*Does not include cars. (a) Includes pickup trucks. (b) Trucks-42 million. Cars-40 million. (c) Marketing Dept. only. NA—Not Available

| FEDERAL GOVERNMENT* | Trucks & Tractors | Cars & Station Wagons | Ambulances | Buses | Total Vehicles |
|---|---|---|---|---|---|
| U.S. Postal Service | 106,648 | 10,487 | 0 | 3 | 117,138 |
| General Services Administration(a) | 32,622 | 48,567 | 174 | 2970 | 84,333 |
| Army | 33,241 | 10,554 | 1122 | 3266 | 48,183 |
| Air Force | 36,653 | 4935 | 1031 | 2119 | 44,744 |
| Navy | 23,062 | 3468 | 634 | 1041 | 28,206 |
| Agriculture Dept. | 26,407 | 4400 | 1 | 54 | 30,862 |
| Interior Dept. | 12,510 | 2008 | 11 | 235 | 14,764 |
| Justice Dept. | 2595 | 9931 | 6 | 114 | 12,647 |
| Department of Energy | 9499 | 1934 | 61 | 279 | 11,773 |
| Civil Works, Corps of Engineers | 6145 | 892 | 4 | 16 | 7058 |
| Treasury Dept. | 828 | 5875 | 1 | 3 | 6708 |
| Marine Corps | 4731 | 607 | 0 | 261 | 5599 |
| Tennessee Valley Authority | 2984 | 1226 | 16 | 6 | 4232 |
| Labor Dept. | 1343 | 512 | 26 | 86 | 1967 |
| State Dept. | 999 | 866 | 10 | 0 | 1875 |
| Nat. Aeronautics & Space Admin. | 928 | 225 | 13 | 10 | 1177 |

(a) Most vehicles are in Interagency Motor Pool and rented or leased to other government fleets. There is no duplication with other fleets listed. * Source: General Services Administration Report, printed 1983.

## Attention Private Carriers:

Companies operating 500 or more commercial vehicles and wishing to be considered for inclusion in CCJ's 1985 list of private fleets should mail a self-addressed envelope to: Fleet List, CCJ, Chilton Way, Radnor, Pa. 19089-0060. Your return envelope will be used to forward a questionnaire.

Carriers wishing to participate in the next PTCA-sponsored study of private fleet costs should contact Pat Malloy, A.T. Kearney, Inc., 222 S. Riverside Plaza, Chicago, Ill. 60606 or call 312-648-0111. Participants will receive survey results free of charge, and a detailed summary of their operation.

CHILTON'S AUGUST 1984

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# FLEET SAFETY ANNUAL

**Combating Jackknifes**
**Driving the 'Professional' Way**
**The Teamsters' Viewpoint on Safety**

# COMMERCIAL CARRIER JOURNAL

**Published As Commercial Car Journal Continuously Since 1911**
RICHARD B. LAIMBEER, Publisher
GERALD F. STANDLEY, Editor-In-Chief

VOLUME 141 NUMBER 8 AUGUST 1984

## NEW COLUMN; OLD NAME

A new column appears in this issue, but the byline is a familiar one. It is called Maintenance, and it is written by former staffer and technical editor, William Tracy. Tracy left CCJ to take over the position of Technical Director of The Maintenance Council of American Trucking Associations. In the meantime, his Maintenance column will continue to remind us of his deep-seated interest in good journalism.

Chilton

BUSINESS MAGAZINES/MARKETING SERVICE/BOOKS

**COMMERCIAL CARRIER JOURNAL** (ISSN 0734-1423), one of the publications owned by CHILTON COMPANY, is published monthly at Chilton Way, Radnor, Pa. 19089. Chilton Co. is a division of American Broadcasting Companies, Inc., New York, N.Y. Subscription price: United States and its possessions $30.00 a year; single copies are $3.50 a copy with the exception of special issues (April, June, October) which are $6.00 each. Canada and all other countries are $65.00 a year, payable in advance. Second Class Postage Paid at Wayne, PA 19087 and additional mailing offices.

Postmaster: Send form 3579 to Commercial Carrier Journal, Box 2045, Radnor, Pa. 19089.

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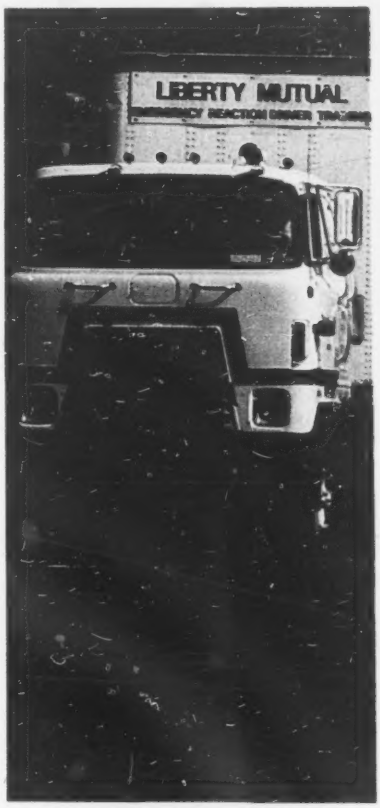


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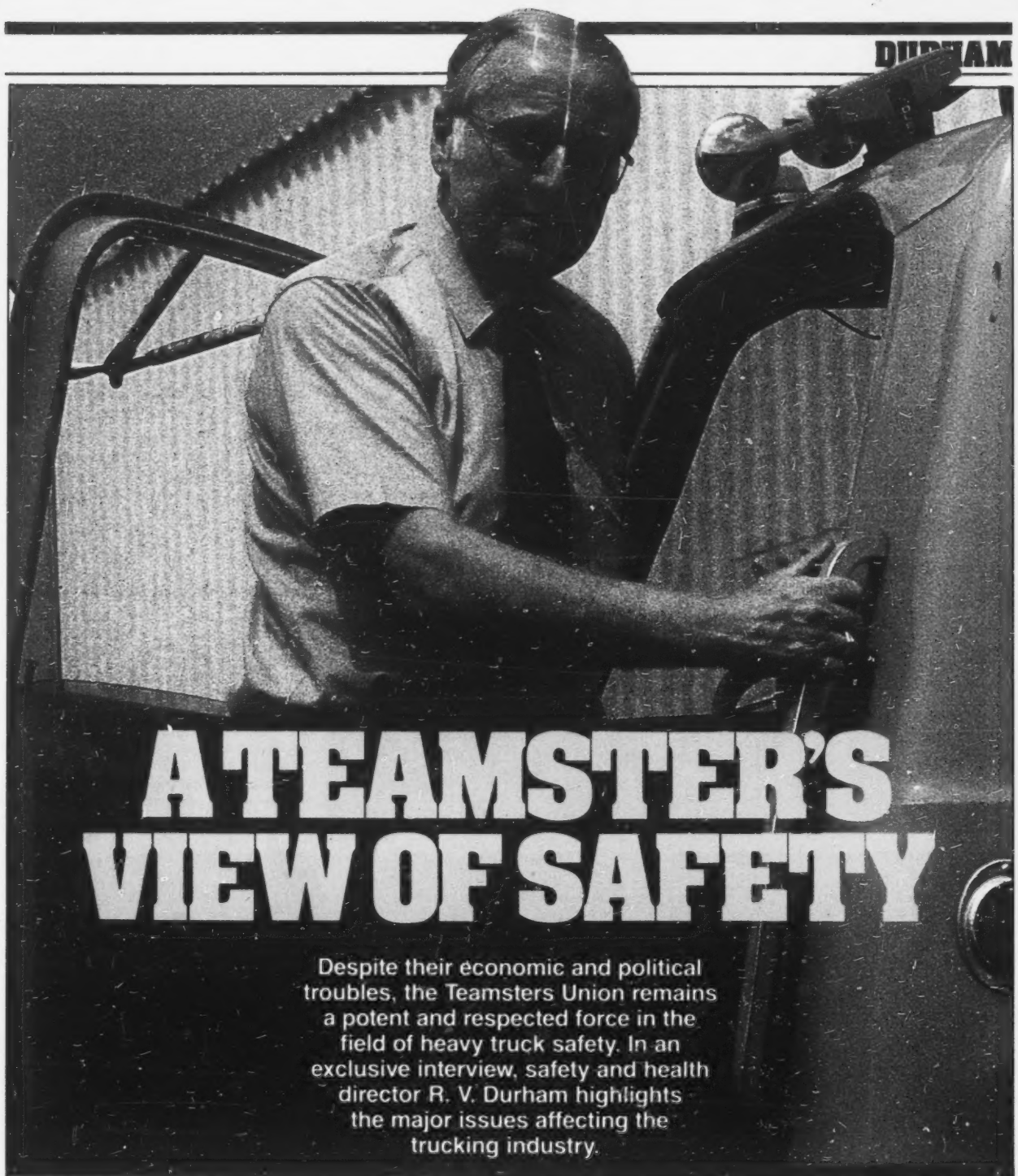


# A TEAMSTER'S VIEW OF SAFETY

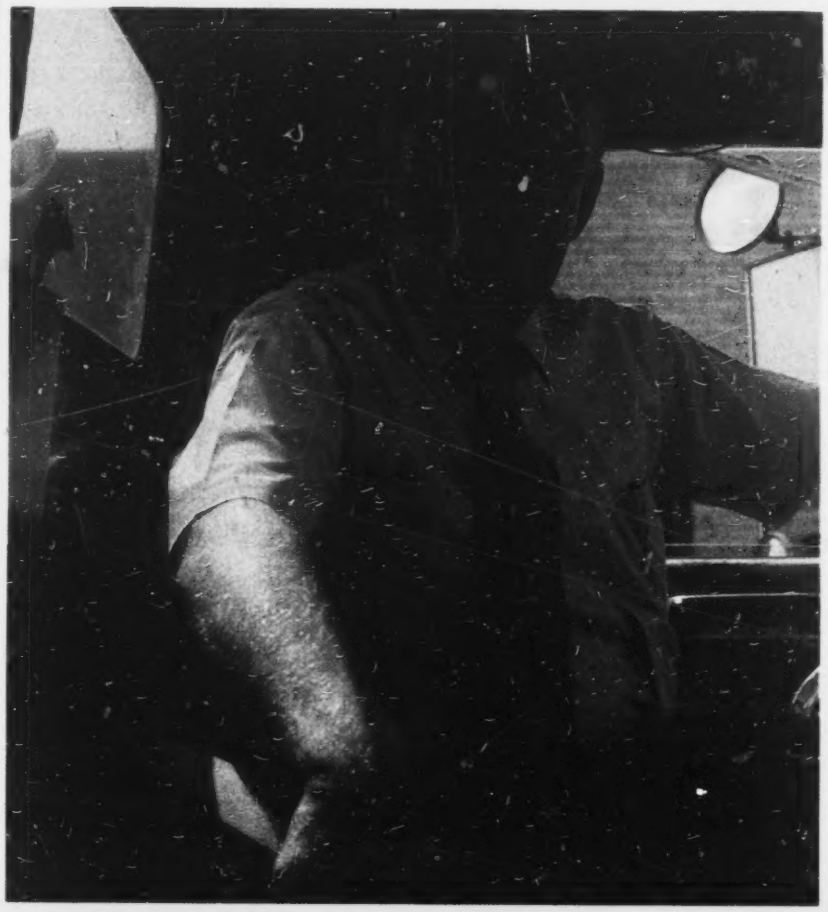
Despite their economic and political troubles, the Teamsters Union remains a potent and respected force in the field of heavy truck safety. In an exclusive interview, safety and health director R. V. Durham highlights the major issues affecting the trucking industry.

By **LEO ABRUZZESE,**
*Washington Editor*

A sputtering economy and deregulation have idled more than 100,000 Teamsters in the last three years. But as heavy truck safety has riveted public attention, one low-key union leader finds himself anything but idle.

R.V. Durham is a permanent fixture on a multitude of safety panels, industry study groups and advisory commissions. But as the Teamster Union's director of safety and health, he mainly pleads the Teamsters' case before an increasingly receptive Congress and Department of Transportation. After 25 years of cajoling and compromise, he offers an unmatched perspective on the carrier/union safety wars.

Continued



"The biggest problem we run into on a day-to-day basis is that carriers do not maintain their equipment," Durham said. "The pressure is there to squeeze as many miles as possible out of the driver and the tractor... The drivers are required to write up the truck [if there is a problem], and we try to impress upon them to do that. The responsibility then shifts to the carrier.

"But what happens in practice," Durham continued, "is that if the carrier is running short on equipment or they don't have a maintenance facility at the relay point...then a lot of things go unfixed. I think roadside inspections have...established that there is a problem out there [see accompanying chart].

**Left:** Drivers are reluctant to wear greasy seat belts that lie on dirty floorboards. A retractable unit or a hook on the back wall keeps the belt off the floor and makes the driver more likely to use it. **Below:** Properly maintained tires with adequate tread depth are a must for sure handling in bad weather. Also, adequate spacing between tire, fender and fuel tank is often overlooked.

"That's not to say that carriers are deliberately trying to kill drivers," he added. "It is to their advantage to have a safe trip. But they don't give maintenance the recognition that is needed. And I can make that statement about some of the biggest and some of the smallest. It's a common thread that goes through all of them."

The problem is particularly acute with the hundreds of struggling carriers that haven't fully recovered from the recession.

"When a carrier is having [financial] problems, it doesn't have the money to buy new equipment, so the trucks it has get older and older. Even when they try to fix them, it just gives them more problems.

"I recently met with the vice president of safety of one company," Durham recalled. "I told him: 'You know, your equipment is in sad shape.' He said: 'R.V., I know it. But we don't have the money to buy new tractors.' I said: 'Well, you know, you still have to try to keep your equipment safe.' This particular company is working with us real well. If we have a problem, we bring it to their attention and they get on it for us."

Durham is quick to acknowledge that some well-intentioned drivers often add to the potential safety problem. "Drivers generally know when their employer is in trouble, and they try to work with the equipment. They will try to take the truck 100 miles further down the road rather than calling in on breakdown. So it's a responsibility that kind of falls on both the driver and the carrier."

The industry's newest safety problem rode in on the coattails of the Surface Transportation Assistance Act and its approval of 102-in. wide trailers. Although the union initially opposed the wider units, they eventually chose to support them.

"We believed that in addition to giving shippers greater loading space, it would allow units a wider wheelbase, give them a lower center of gravity and be more stable on the highways...," Durham said. "There would be additional space for spring leaves and brakes to be improved.

"But, when the law was passed," he said, "we found that some of the trailer manufacturers were going to produce the 102-inch wide trailers with the 96-inch [axle] tracks... The Truck Trailer Manufacturers Association assured the [Department of Transportation's] Motor Carrier Advisory Committee that they had a recommended practice in place for better than 10 years that [says] tracks should be the same width as the box... But then we found out, by accident, that TTMA had withdrawn that recommended practice.

"From all indications we can gather," Durham added, "it was withdrawn strictly under pressure from the railroads because [the wider axle tracks] wouldn't fit on their piggyback flatcars."

A TTMA spokesman admitted that the recommended practice had been withdrawn, but he would cite only "present day factors" as the cause.

The Teamsters are encouraged that DOT has begun rulemaking on the safety and stability of wider vans built on narrower tracks. But Durham has watched other rulemakings drag on for months, if not years, and sees the problem worsening in the interim. "Even if they do established a final rule," he said, "we know from experience that they're not going to require

Continued

**Motor Carriers Of Property**
**Distribution Of Defects By Type And Carrier Classification**
**1982 BMCS Roadside Vehicle Inspections**

| Description Of Violations | All Carriers Total | All Carriers Out Of Service | Authorized Total | Authorized Out Of Service | Private Total | Private Out Of Service | Exempt/Other Total | Exempt/Other Out Of Service |
|---|---|---|---|---|---|---|---|---|
| Coupling Devices | 166 | 64 | 89 | 32 | 60 | 26 | 17 | 6 |
| Exhaust System | 475 | 36 | 243 | 24 | 175 | 12 | 57 | 2 |
| Frames | 1,554 | 185 | 745 | 84 | 593 | 71 | 216 | 30 |
| Fuel System | 353 | 144 | 196 | 80 | 129 | 52 | 28 | 12 |
| Lighting/Electrical | 10,893 | 4,325 | 4,775 | 2,044 | 4,607 | 1,758 | 1,511 | 523 |
| Cargo Restraints | 218 | 119 | 84 | 48 | 113 | 60 | 21 | 11 |
| Brakes | 12,005 | 5,046 | 6,264 | 3,331 | 4,463 | 1,837 | 1,276 | 778 |
| Steering System | 676 | 136 | 306 | 67 | 298 | 50 | 72 | 19 |
| Suspension System | 566 | 280 | 313 | 152 | 192 | 100 | 61 | 28 |
| Tires | 3,550 | 968 | 1,676 | 516 | 1,331 | 325 | 543 | 127 |
| Wheels | 2,054 | 359 | 945 | 174 | 747 | 122 | 362 | 63 |
| Total | 32,510 | 12,564 | 15,636 | 6,552 | 12,708 | 4,413 | 4,166 | 1,599 |

**Right:** Adequate cab space allowing a degree of driver comfort helps promote safety, Durham says. Too many drivers are unable to squeeze behind a poorly-placed steering wheel, making it difficult to enter and exit the cab. A tight fit that restricts movement also cuts down reaction time in an emergency. **Below:** Trailer height should be clearly displayed where it can serve as a constant reminder to the driver. Positioning the decal on the front of the trailer makes it clearly visible during hook-up. Too many trailer roofs have been sheared off when drivers change equipment and forget the vehicle's height. Inverted lettering enables the drivers to properly see the decal through the rearview mirror.

a retrofit. So, if a trailer's life is 20 years, then these 102-inch trailers being built with 96-inch tracks are going to be with us for 20 years."

Durham argues that a wider axle track lowers the trailer's center of gravity, limiting the rollover tendency. "You can increase stability, depending on the type of freight you're hauling, by up to 30%," he said, citing a computer-simulated study conducted by the University of Michigan. "Some manufacturers are refusing to build them and, quite frankly, I think there is a product liability problem... If some poor guy rolls one over and gets killed and leaves three or four children, I think a pretty good case could be made against the trailer manufacturer."

Durham is honest enough to acknowledge, however, that Canadian truckers have been running 102-in. wide boxes on 96-in. tracks for some time with no increase in accidents.

For the public at large, marauding twin-trailers on eastern highways are causing increasing concern, and the union is equally adamant that inexperienced drivers receive proper training before they are asked to pilot a twin.

"Some carriers really went all out to give their drivers the training orientation they needed for doubles," Durham said. "But let's face it, drivers east of the Mississippi generally never operated twins...

"We had one discharge where the driver had never operated a twin before in his life. In inclement weather and freezing rain, he was given a doubles hookup to operate.

"The driver said: 'I can't drive this. I've never driven one before.' The employer said: 'Either go or you're fired.' And so, he declined to go and they discharged him. The local union involved [eventually] worked it out with the employer..."

The STAA also boosted the union's long-standing quest for adequate cab space by setting new overall vehicle length limits. Previously, states measured length configurations from bumper-to-bumper, tempting carriers and manufacturers to shorten the cab to obtain more cargo space. New national length limits apply only to trailers, removing the tractor from the equation.

"We're hoping carriers will take advantage of the new law and buy a decent-sized cab so the driver can get behind the steering wheel without having his gut in the wheel and hitting his head on the top of the cab," Durham said.

The Teamster's safety director praised Roadway Express "for buying some beautiful new equipment, some Whites, where the engine now sits in front of the firewall, where before it was sitting back in the doghouse enclosure... You've now got a longer wheelbase, a better riding truck, a better handling truck and, most importantly, you can get into the truck."

Continued

## BMCS NATIONAL ROADSIDE INSPECTION MAY 2 - 5, 1983 PRIVATE CARRIERS

Total Vehicles Inspected: 1,527
Total Vehicles Out Of Service: 439
Total Vehicles Inspected With No Defects Noted: 395

| Description Of Violations | Total Violations Discovered | Total Out-Of-Service Violations |
|---|---|---|
| Brakes - Emergency | 9 | 5 |
| Brakes - Parking | 8 | — |
| Brakes - Service | 548 | 279 |
| Coupling Devices | 14 | 7 |
| Fire Extinguisher | 83 | — |
| Spare Fuses | 1 | — |
| Warning Devices | 29 | — |
| Exhaust System | 18 | — |
| Fuel System | 10 | 3 |
| Frames | 58 | 8 |
| Glazing/Window Construction | 32 | — |
| Lighting - Stop | 80 | 27 |
| Lighting - Signal | 113 | 16 |
| Lighting - Other | 120 | 29 |
| Electrical-Battery/Wiring/Other | 16 | — |
| Windshield Wipers | 10 | — |
| Speedometer | 12 | — |
| Miscellaneous* | 3 | — |
| Steering | 27 | 5 |
| Suspension | 36 | 17 |
| Tires | 125 | 37 |
| Wheels - Cracked | 9 | 2 |
| Wheels - Other | 58 | 7 |
| Cargo Securing (Chains, Binders, Etc.) | 12 | 8 |
| Other** | 54 | 3 |
| TOTAL | 1,485 | 453 |

Twenty-nine percent (439) of the private carrier vehicles were found to have one or more out-of-service defects. Thirty-one percent of the total defects discovered were out-of-service defects. Sixty-three percent of the out-of-service items were noted during the inspection of the service brake system.

* The miscellaneous category includes such items as defrosters, heaters, mirrors and other areas which provide for safer driving conditions.

** This category includes such items as excess engine oil leaking, holes in flooring that allow entrance of fumes or exhaust gases, air leaks other than at connections and others.

Apparently, says Durham, the message hasn't gotten through to everyone.

"The thing that troubles us," he says, "is that one major carrier has just purchased several hundred new power units: 50-inch bbc, cab-over-engine tractors. There is no need to [do that]. We've got an issue now before our national committee over a complaint from a driver that when he raises his leg up to get on the clutch pedal or brake pedal...his knees are coming in contact with the dash board. Hopefully, we can convince the industry to take advantage of the space that is now available when they're spec'ing the truck."

Durham, in fact, is advising carriers to consult drivers when selecting new equipment, especially the often overlooked smaller items.

"Listen to the drivers as far as steps, handholds, mirrors, sun visors and things that play an important role [to him] but the carrier tends to overlook," Durham said. "[Carriers] tend to spec the engine and the transmission. But there are a lot of little things they don't look to the driver for, and they really should. That's not to say the driver should be in a position to tell the carrier what kind of truck to buy. It's just better to get some input from the driver."

Since safety concerns have always been at the root of the public's poor image of the trucking industry, Durham advises carriers to take small steps that can yield big benefits.

"I've always argued that if a carrier can't afford to wash the trailer, at least wash the back doors and keep the back of that trailer clean, because that's what the motorist is coming up on... [Often] they can't see anything because the lights are so covered up. If you've got some good conspicuity reflective-type material there and the truck looks cleans, it gives the industry and the driver who's operating [the truck] a better image."

Ironically, keeping the inside of the vehicle clean may be at the heart of a long-standing industry dilemma: why professional truck drivers often refuse to wear seat belts.

"One of the big complaints we've had on seat belts is that they're [often left] down on the floorboards where its greasy and dirty," Durham said. "When the driver comes to work, he's got his uniform on and he's not going to put that greasy seat belt across his lap." A retractable belt or elevated hooks on which to fasten them can solve the problem.

Another perennial driver issue is the 55-mph speed limit, which has now been in place for 10 years. "I think it would be a positive move to allow both trucks and automobiles to travel at a higher speed on the Interstate System," Durham said. "It's not creating the problem for us now that it did when it was first put in because the carriers have tended to gear the trucks down. When the speed limit was first reduced, trucks were geared to run 70 miles-an-hour. But most of the carriers that we deal with now are gearing their trucks to a top speed of about 62 to 64 mph, which gives them a little margin to get around someone."

Many of the drivers with whom the Teamsters are sharing the highways today are owner operators and other, low-cost carriers who are feasting on the deregulated environment. "The question is, with all of that rate cutting, are they going to be able to maintain their equipment?" Durham asked. "You know, when you buy a new truck with new tires and you get out there, you can think you're making money because you're not breaking down. But when that truck starts needing maintenance and the tires start wearing down...is there money in reserve to maintain the equipment? I think the jury is still out on that one.

Durham cited one non-union carrier in his North Carolina local "that has grown by leaps and bounds" in the last several years. He gathered disturbing insights into how the company operates when several laid-off Teamsters went to work there.

"It's criminal what they're doing to the driver and the equipment," Durham said. "For example, this company does not withhold any Social Security or income tax and doesn't carry workman's compensation. [The employer] considers the drivers independent contractors even though they are operating company equipment... He's paying them little or nothing. It's a real horror story. In one instance, a wheel rolled off the truck before the driver left the yard.

"I know some people will say I am biased because they're non-union," he added. "I admit I am biased. But I know these situations exist. On the other hand, you have some non-union carriers that have been around for a few years, are running good equipment, and, from all appearances, they are maintaining that equipment. Of course, they're taking it out of the driver's hide in wages. He's driving a nice, beautiful truck up and down the road for half the union scale. But as far as the truck itself, it's fine. So, I don't think anybody can just make a blanket indictment and say all non-union carriers are unsafe and all union carriers are safe. I think you'll find a mix of both if you really want to be objective about it."

Objectivity, however, seems to be missing from the National Labor Relations Boards, as the Teamsters see it. Durham criticized the board for the Kenneth Prill decision, where a driver was fired for refusing to drive a certifiable unsafe vehicle.

"That was a bad decision, but of course the Labor Board is coming down with a lot of bad decisions in our view," Durham said. "Fortunately, another law has been passed—[section] 405 of the STAA—that allows OSHA to get involved.

"Most of the industry argues that 405 is not needed because it just gives an employee another bite at the apple," he explained. "That may be partly true for a driver who has contract protection and grievance procedures. But with a non-union driver like Prill, where is he going to go? Fortunately,...he can now file a 405 complaint, which says it is against the law to discipline or discharge a driver for filing a complaint or reporting unsafe equipment. But we always encourage the Teamster drivers to go through the grievance procedures..."

Teamsters are backing safety legislation drafted by Sen. John Danforth (R.-Mo.), including provisions calling for annual vehicle inspections.

"We support annual inspections

because we believe it's another way of getting at the truck," Durham said. "At the same time, I agree with the American Trucking Associations that you need roadside inspections. That's where you can really find out whether a carrier is maintaining its equipment. Unfortunately, not too many of the trucks are ever inspected."

Durham entered the industry in 1948, working for his father, a small household goods and contract hauler. In 1950, he became an owner operator leased to Roadway and stayed with the Akron-based carrier when they converted to all company equipment in 1955. He eventually went to work for the union in 1960.

"When you go back to the late '40s and early '50s," he said, "the industry wasn't that sophisticated. There have been tremendous improvements in the overall [safety] picture since then. And I think they will continue with computerization.

"The big carriers are going more and more...to on-board type monitoring systems, which...are going to give us some problems. It already has with the [carriers that] have put them in: Is the machine right or is the driver right?"

Technological developments may complicate the safety debate, but they don't change the basic issue of responsibility that fuels Durham's efforts. Despite the political and economic battering the union has absorbed in recent years, his diligence and hard work sustained the Teamsters persistent push for better truck safety.

*Editor's note. CCJ would like to thank Preston Trucking of Preston, Md., for their cooperation in the use of their equipment to help illustrate this story.*

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**BMCS NATIONAL ROADSIDE INSPECTION**
**MAY 2 - 5, 1983**
**ICC AUTHORIZED CARRIERS**

Total Vehicles Inspected: 2,447
Total Vehicles Out Of Service: 926
Total Vehicles Inspected With No Defects Noted: 810

| Description Of Violations | Total Violations Discovered | Total Out-Of-Service Violations |
|---|---|---|
| Brakes - Emergency | — | — |
| Brakes - Parking | — | — |
| Brakes - Service | 1,012 | 572 |
| Coupling Devices | 18 | 6 |
| Fire Extinguisher | 51 | — |
| Spare Fuses | 1 | — |
| Warning Devices | 9 | — |
| Exhaust System | 42 | 2 |
| Fuel System | 30 | 20 |
| Frames | 75 | 4 |
| Glazing/Window Construction | 43 | — |
| Lighting - Stop | 165 | 83 |
| Lighting - Signal | 189 | 20 |
| Lighting - Other | 137 | 16 |
| Electrical - Battery/Wiring/Other | 39 | — |
| Windshield Wipers | 9 | — |
| Speedometer | 19 | — |
| Miscellaneous* | 16 | 2 |
| Steering | 48 | 8 |
| Suspension | 63 | 25 |
| Tires | 217 | 66 |
| Wheels - Cracked | 17 | 8 |
| Wheels - Other | 97 | 13 |
| Cargo Securing (Chains, Binders, Etc.) | 16 | 11 |
| Other** | 186 | 71 |
| TOTAL | 2,501 | 927 |

Thirty-eight percent of these carrier vehicles were found to have one or more out-of-service vehicle defects. Thirty-seven percent of the total defects discovered were out-of-service defects. Sixty-two percent of the out-of-service items were noted during the inspection of service brake systems.

* The miscellaneous category includes such items as defrosters, heaters, mirrors and other areas which provide for safer driving conditions.

** This category includes such items as excess engine oil leaking, holes in flooring that allow entrance of fumes or exhaust gases, air leaks other than at connections and others.